

# Countywide Public Transportation Improvement Study

Submitted to:

**Livingston County, Michigan**



Submitted by:

**The Corradino Group of Michigan, Inc.**

In association with:

**The Mannik & Smith Group, Inc.**

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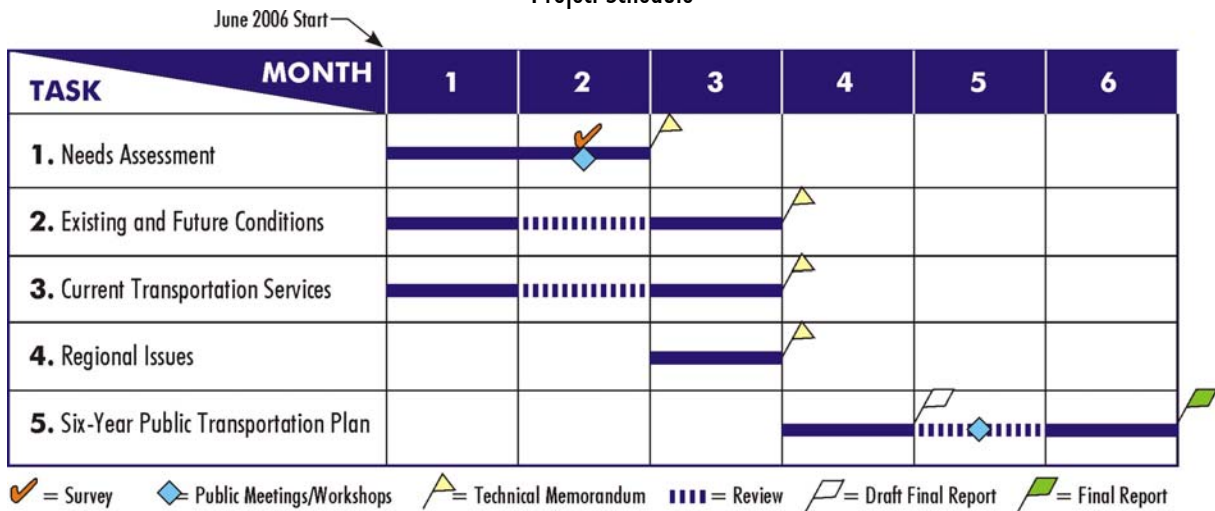
# Executive Summary

Livingston County is one of the fastest growing counties in Michigan. This growth has been relatively dramatic since 1995, particularly in the southeast portion of the county. The growth is due in large part to out-migration of people working in Detroit, Ann Arbor, Lansing and Flint. Despite this growth, much of the county remains agricultural and people with transportation needs often live far from where they need to go, particularly for shopping, medical, and employment destinations.

The Countywide Public Transportation Improvement Study conducted by Livingston County with funding from the Michigan Department of Transportation, is intended to be an objective look at current and future transportation needs, resources, and opportunities. The primary provider for transportation is Livingston Essential Transportation Services (L.E.T.S.), which is a county department.

The study was conducted generally in accordance with the schedule in Figure ES-1.

Figure ES-1  
Project Schedule



## Needs Assessment

Historically, public transit in areas like Livingston County (low density, rural, higher than median income, high levels of auto-ownership, etc.) has been focused on seniors, people with disabilities, and income-disadvantaged. Livingston County is no different. As is described in more detail in Chapter 4, L.E.T.S. riders are predominantly seniors and/or people with disabilities. There are also a good number of riders who are provided contract service through contract agreements with social service agencies. On any given weekday, about 400 people use L.E.T.S. service. Over a six-week

period, it is estimated that over 2,000 Livingston County residents use L.E.T.S. with 1,200 using it in any one week. This represents about one percent of the current population. Seniors are and will be an integral factor in L.E.T.S. service. This was evident repeatedly throughout the study in demographic and operational analyses, meetings and workshops, and the survey.

An important factor is that L.E.T.S. ridership has risen significantly from 52,000 passengers in 2003 to over 80,000 in 2006. This can be attributed in part to marketing on the part of L.E.T.S. and increasing use of L.E.T.S. through contract services.

To get an understanding of the “need” for L.E.T.S., the consultant conducted several activities. These have included:

- Meeting with Livingston County Commissioners (June 12, 2006);
- Focus group with Township administrators (August 16, 2006);
- Meeting with Livingston County ARC (July 11, 2006);
- Meeting with Livingston County HSCB (September, 2007);
- Livingston County Elected Officials Breakfast (October 18, 2006);
- Meeting with Senior Needs Transportation Work Group (November 8, 2006);
- Public outreach by participating in the L.E.T.S. Stuff-A-Bus program at Wal-Mart (December 1, 2006); and,
- Random survey of Livingston County residents (completed in November 2006 with 538 responses.

The overriding theme of these meetings was that the current and future users of L.E.T.S. would continue to be seniors, people with disabilities, and to a certain extent people with low incomes. There is a very strong sense from people involved with transportation and the social service agencies that the “need” is strong and increasing. In addition, there was concern expressed about the lack of public transportation supportive facilities such as sidewalks. Contrastingly, discussions with members of the public at large generally exhibited either a non-awareness of L.E.T.S. or a small likelihood of using the service.

To get a quantitative understanding of the feelings of the general public regarding public transportation, the consultant conducted a random sample mail-back survey of the general population in the County in October 2006. Survey questionnaires were mailed to 3,500 randomly-selected households. The survey was stratified to ensure that surveys were sent to areas of the County in proportion to their population. Five hundred-thirty eight surveys were returned, which for the county represents a confidence level of 95 percent, with a margin of error of  $\pm 4.2$  percent.

Some of the key findings of the survey follow. The largest percentage of people with transportation problems have issues associated with getting to medical or dental appointments. The largest percentage of respondents who have driving limitations are having issues with driving in bad weather or at night. Almost 60 percent of the respondents stated that they would consider a public transit service that “met their needs” due to gas prices or “other financial or convenience factors.” Of the respondents stating that they might use transit, 41 percent stated they might use a Grand River corridor fixed route and almost 70 percent said they might use a L.E.T.S.-type curb-to-curb service.

Support for L.E.T.S. and future need are critical issues when planning for the future. About 57 percent said they would support a property tax to fund L.E.T.S.

In addition, 42 percent thought they would have a need for public transportation in the next decade. Thus, there appears to be support for L.E.T.S. and a perceived future need.

The question that must be addressed is what the survey implies about need. Taking into account that there were a greater percentage of respondents who used L.E.T.S. than occurs in the general population, it can be inferred that while 42 percent say they might use transit in the next decade the real percentage is much smaller. Nevertheless, it is likely that more than one percent of the population will use L.E.T.S. in the coming years, particularly due to the aging population. L.E.T.S. is one answer to dealing with the needs of these populations in the future. Certainly, land use policies such as encouraging independent seniors who need services to live near those services should be considered. But, in the future it is clear that some form of public transportation will be an important quality of life issue in Livingston County.

### L.E.T.S. Ridership Projections

As part of the needs assessment, the consultant prepared ridership projections for L.E.T.S. for the next ten years (Table ES-1). As can be seen, assuming current trends and incremental increases in service levels for population growth, L.E.T.S. could be carrying anywhere from 101,000 (low range) to 113,000 (high range) riders annually by 2015. This will be an increase of almost 29 percent. Given the fairly dramatic expansion of L.E.T.S. in the past several years, this number is not unreasonable. Nevertheless, meeting this level of activity will continue to represent an increasing budgetary commitment to L.E.T.S.

**Table ES-1**  
**L.E.T.S. Ridership Projections**

	Estimated 2006	Projections								
		2007	2008	2009	2010	2011	2012	2013	2014	2015
Total Population <sup>1</sup>	182,189	185,961	189,733	193,505	197,277	201,183	205,089	208,996	212,902	216,808
Senior Population <sup>2</sup>	15,294	15,832	16,370	16,908	17,446	18,317	19,188	20,060	20,931	21,802
Non-Senior Population	166,895	170,129	173,363	176,597	179,831	182,866	185,901	188,936	191,971	195,006
High Projection <sup>3,4</sup>	85,582	88,052	90,521	92,991	95,461	99,008	102,556	106,103	109,651	113,198
Low Projection <sup>5</sup>		87,354	89,126	90,898	92,669	94,504	96,339	98,174	100,009	101,844

<sup>1</sup> Projected population for 2010 and 2015 from SEMCOG. Intervening and subsequent years projected by Corradino.

<sup>2</sup> Projected senior population for 2010 and 2015 from SEMCOG

<sup>3</sup> L.E.T.S. Ridership from 2006 MDOT Reconciliation Report data.

<sup>4</sup> High ridership projection based on estimated per capita senior and non-senior ridership for 2006. In 2006 there were an estimated 3.36 senior trips per senior population and .21 non-senior trips per non-senior population.

<sup>5</sup> Low ridership projection based on estimated per capita total population ridership in FY 2006. The estimated 2006 trips per capita was .47.

### L.E.T.S. Operating Performance

Table ES-2 shows how L.E.T.S. performs relative to other peer systems in Michigan. As shown, L.E.T.S. has the second lowest cost per mile to operate but the highest cost per passenger. This indicates they have low operating costs but are carrying fewer passengers per mile than other systems. The lower operating costs relate to the fact that L.E.T.S. drivers are non-union and they utilize some part-time drivers. This is due directly to the fact that they operate a pure demand response service and that they cover a large geographic area. This also suggests that alternatives in the L.E.T.S. transportation plan should focus on finding ways to decrease the cost per passenger.

**Table ES-2**  
**2005 Michigan Public Transit Facts (Reconciled)**  
**Selected Systems**

System	Eligible Expense	Total Passengers	Cost per Passenger	Cost per Mile	Total Vehicles
<b>Urban Medium</b>					
Battle Creek	\$3,430,784	528,481	\$ 6.49	\$ 5.21	28
Blue Water Port Huron	\$4,057,286	655,568	\$ 6.19	\$ 3.75	24
L.E.T.S.	\$1,437,098	72,542	\$19.81	\$ 3.19	17
Muskegon	\$2,377,527	437,815	\$ 5.43	\$ 4.09	24
<b>Urban Small</b>					
Harbor Transit, Grand Haven	\$1,499,817	178,679	\$ 8.39	\$ 3.83	15
Macatatawa Area Express, Holland	\$2,580,467	187,407	\$13.77	\$ 3.75	26
Lake Erie Transit (SMART)	\$1,783,432	279,829	\$ 6.37	\$ 3.28	12
<b>Non-Urban County</b>					
Bay Area Transportation Authority, Traverse City	\$4,426,431	407,389	\$10.87	\$ 2.59	65
Blue Water, Port Huron	\$2,751,189	211,514	\$13.01	\$ 3.28	16
Lake Erie Transit (SMART)	\$ 917,942	84,882	\$10.81	\$ 3.52	9

Source: Michigan Department of Transportation, Public Transportation Management System, Performance Indicators Report.

### Issues Associated with Future Funding of L.E.T.S.

The operation of local public transportation services (non specialized services) in Michigan are most commonly financed from funds provided by the Federal Government, through the US Department of Transportation Federal Transit Administration, Michigan State Government through the Michigan Department of Transportation Multi Modal Bureau and with locally raised funds, which may include fare box revenue, a local millage and or local governmental contribution. The specific federal funding program, and to a limited extent the state funding program for which an individual transit system is eligible to receive a grant, is determined by the census population numbers. For federal purposes, transit systems are classified under one of the following three designations. These

designations are: Non Urban systems (population of less than 50,000), Small Urban system, (50,000 to 200,000 population) and Large urban system (over 200,000 population). For state purposes, transit systems are classified as Urban and or Non Urban Systems with a population under 100,000 or Urban Systems with a population over 100,000.

One of the key questions facing L.E.T.S. at the beginning of this study was whether L.E.T.S. would be designated as a “Large Urban” system after the 2010 census. This would result if the urbanized area for Livingston County<sup>1</sup> would exceed 200,000 in population. The issue is that major urban systems cannot use federal funds for operating (although they can use them for maintenance). That means that the County would have to contribute significant local funding to maintain current L.E.T.S. operating levels. To address this question, the consultant first determined that the designation of the urbanized area was the precedent for determination of the type of transit system. The consultant then contacted the Livingston County Planning Commission and asked for their assessment of whether the urbanized area would exceed 200,000 in 2010. Their estimation was that the urbanized area population in 2010 would be 143,014. The significance to Livingston County is that federal funds would not be eligible for use as an operating expense if the urbanized area population exceeded 200,000. Because that is not likely to occur, L.E.T.S. should be able to assume a funding formula similar to what exists today.

A final caveat in this discussion should be noted. The urbanized area extends slightly into Oakland and Washtenaw Counties. This means that, theoretically, SMART in Oakland County and AATA in Washtenaw County could claim a portion of the area’s operating funds. In 2003, after the designation of the urbanized area as a Small Urban system as a result of the 2000 census, they determined that L.E.T.S. would receive the full share of the federal funding for that area because those systems at that time were not providing service in the affected areas of their respective counties. Nevertheless, even if the systems in the adjoining area requested those funds, it can be assumed that L.E.T.S. will continue to receive sizeable federal funds that can be dedicated to operating expense.

## Six-Year Public Transportation Plan

The proposed L.E.T.S. Six-Year Plan consists of three types of activities. These are capital related purchases, transportation service improvements or additions, and organizational activities. Table ES-3 provides a summary of all of the Six-Year Plan activities. The C, T, or O preceding the number associated with each activity denotes the category in which it falls, Capital, Transportation or Operations. The following is a description of each planning activity. Table ES-4 summarizes the costs associated with these programs.

<sup>1</sup> The urbanized area that influences the designation of L.E.T.S. is the geographic area designated as the Howell, Brighton, South Lyon Urbanized Area.

**Table ES-3**  
**L.E.T.S. Six-Year Plan: 2007-2012**

Activity	2007	2008	2009	2010	2011	2012	Operating and Cost Considerations	Benefits
C1 – Existing Vehicle Replacement Schedule	3	4					New vehicles necessary to maintain existing fleet size and establish a 20 percent spare ratio.	Preservation of existing service level.
C2 – Vehicle Acquisition to Maintain Existing Service			1			1	\$150,000 capital cost per vehicle funded through state and federal programs.	These vehicles would help maintain existing service levels while accommodating increased demand due to population growth.
C3 – East Side Facility / Garage	Select site (ideal location would be Grand River and US-23) or M-59/US-23.	Plan operations and staffing.	Begin operations.				Would require one additional staff member, a combined supervisor/ dispatcher. Estimated annual wages and benefits of \$58,000 and \$1,000,000 for the facility.	More responsive service and shorter trip lengths.
C4 – Technology Enhancement (Computer-based scheduling, AVL, Invoicing)	Implement new scheduling software.		Possible addition of features such as AVL.				Funding is secured. Lease to purchase arrangement of \$350/month for 5 years.	Increased efficiency.
T1 – On site maintenance person	Hire full-time person to deal with routine repairs (could be shared position with other department).						Annual wages and benefits of \$65,000.	Reduce the number and duration of out-of-service vehicles.
T2 – Grand River Route	Coordinate with businesses, establish stops, secure funding.	Start pilot program Summer; establish performance measures.	Six months after start of pilot, adjust routing as necessary.	Early 2010; evaluate program and determine if it should be continued.			2 vehicles, 8 am to 8 pm weekday; 8 am to 4 pm Saturday (provide DR after 4 until end of work)	Pulls trips from DR; reduces system cost; provide basis for future service when area grows.
T3 – Neighborhood, school, downtown, park circulator		Initiate planning.	Secure funding.	Start Pilot Route.		Start a second route.	1 vehicle in 2010 and 1 vehicle in 2012 would require an additional 1.5 employees.	Would provide transportation for after-school and other social/recreational trips.
T4 – Regional Connections	Explore connections with county-wide AATA service. Explore coordination opportunities with Flint MTA.	Explore coordination with potential Indian Trails service.	Enhance Flint/MTA Connection; Establish CATA/Lansing connection.				Cost would be dependent on type of connections established.	Increased opportunity for out-of-county trips.
O1 – Community and Business Outreach	Continue community outreach and begin a program of business outreach.						As outreach program expands, an additional staff member could be required.	Increased L.E.T.S. awareness and potential funding sources.
O2 – Examination of Organizational Alternatives		Explore and research organizational alternatives.	Make decision.					An organizational structure conducive to future improvements and needs.

**Table ES-4**  
**Six-Year Plan Cost Analysis**

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## Implementation and Next Steps

The implementation timeline as suggested in Table ES-3 should serve as a guideline for planning activities, particularly as they relate to vehicle acquisition, facility development, and employee recruitment. The plan as configured is considered to be conservative, yet with sufficient ambition to ensure that as Livingston County grows and urbanizes, the County's public transportation resource is in place to meet the needs of the future.

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# 1. Introduction

Livingston County is one of the fastest growing counties in Michigan. This growth has been relatively dramatic since 1995, particularly in the southeast portion of the county. The growth is due in large part to out-migration of people working in Detroit, Ann Arbor, Lansing and Flint. Despite this growth, much of the county remains agricultural and people with transportation needs often live far from where they need to go, particularly for shopping, medical, and employment destinations.

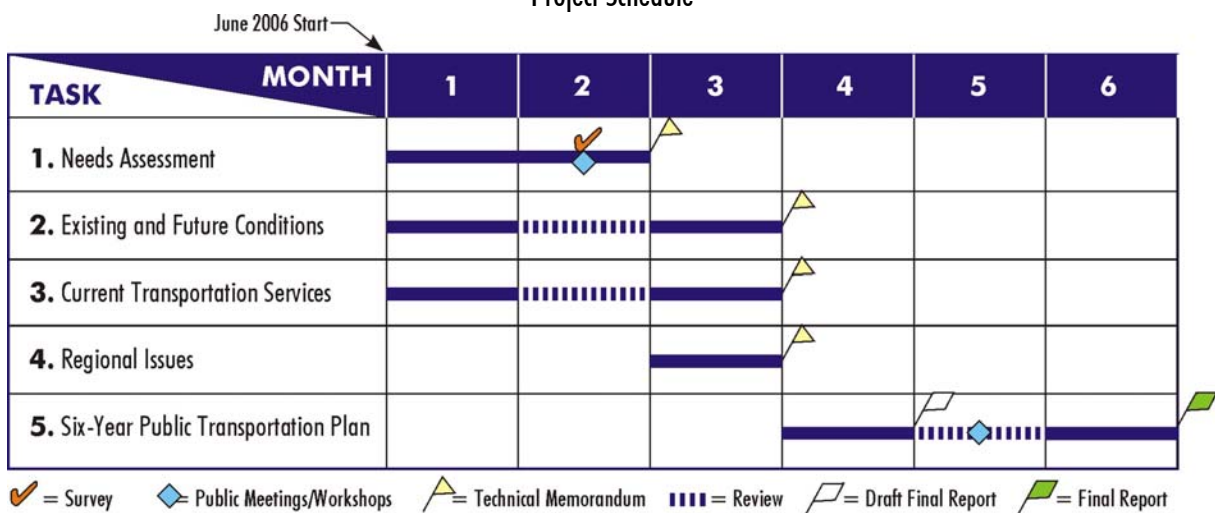
The Countywide Public Transportation Improvement Study is intended to be an objective look at current and future transportation needs, resources, and opportunities. The primary provider for transportation is Livingston Essential Transportation Services (L.E.T.S.), which is a county department.

This study has five tasks, which are outlined in Figure 1-1. These are:

1. Needs Assessment
  1. Existing and Future Conditions
  2. Current Transportation Services
  3. Regional Issues
  4. Six-Year Public Transportation Improvement Plan

This report documents all work conducted during the study.

Figure 1-1  
Project Schedule



## 2. Needs Assessment

This chapter documents the consultant's effort's to establish and, to the extent possible, quantify the need for L.E.T.S. service. Need, in terms of transit and this study, is defined as those people in the service area (i.e., Livingston County) who:

- Currently use L.E.T.S. service;
- Will need to use L.E.T.S. service in the future; and,
- Who may not "need" to use L.E.T.S. service but might choose to use L.E.T.S. service if a specific service met their personal requirements for a particular trip-making activity.

Historically, public transit in areas like Livingston County (low density, rural, higher than median income, high levels of auto-ownership, etc.) has been focused on seniors, people with disabilities, and income-disadvantaged. Livingston County is no different. As is described in more detail in Chapter 4, L.E.T.S. riders are predominantly seniors and/or people with disabilities. There are also a good number of riders who are provided contract service through contract agreements with social service agencies. On any given weekday, about 400 people use L.E.T.S. service. Over a six-week period, it is estimated that over 2,000 Livingston County residents use L.E.T.S. with 1,200 using it in any one week. This represents about one percent of the current population.

An important factor is that L.E.T.S. ridership has risen significantly from 52,000 passengers in 2003 to over 80,000 in 2006. This can be attributed in part to marketing on the part of L.E.T.S. and increasing use of L.E.T.S. through contract services.

### 2.1 Stakeholder and Public Meetings

To get an understanding of the "need" for L.E.T.S., the consultant conducted several activities. These have included:

- Meeting with Livingston County Commissioners (June 12, 2006);
- Focus group with Township administrators (August 16, 2006);
- Meeting with Livingston County ARC (July 11, 2006);
- Meeting with Livingston County HSCB (September, 2007);
- Livingston County Elected Officials Breakfast (October 18, 2006);
- Meeting with Senior Needs Transportation Work Group (November 8, 2006);
- Public outreach by participating in the L.E.T.S. Stuff-A-Bus program at Wal-Mart (December 1, 2006); and,
- Random survey of Livingston County residents (completed in November 2006 with 538 responses).

Appendix B presents selected meetings/notes from these meetings and the Power Point presentation used for the elected officials' breakfast. The overriding theme of these meetings was that the current and future users of L.E.T.S. would continue to be seniors, people with disabilities, and to a certain extent people with low incomes. There is a very strong sense from people involved with transportation and the social service agencies that the "need" is strong and increasing. In addition, there was concern expressed about the lack of public transportation supportive facilities such as sidewalks. Contrastingly, discussions with members of the public at large generally exhibited either a non-awareness of L.E.T.S. or a small likelihood of using the service.

## 2.2 General Public Survey

To get a quantitative understanding of the feelings of the general public regarding public transportation, the consultant conducted a random sample mail-back survey of the general population in the County in October 2006. Appendix C contains the survey form that was mailed. Survey questionnaires were mailed to 3,500 randomly-selected households. The survey was stratified to ensure that surveys were sent to areas of the County in proportion to their population. Five hundred-thirty eight surveys were returned, which for the county represents a confidence level of 95 percent, with a margin of error of  $\pm 4.2$  percent. This means that if you administered questions from this survey 100 times, 95 of those times the percentage of people giving a particular response would be within 4.2 percent of the percentage who gave the same response in this survey.

As can be seen reviewing the information in Table 2-1, about 2/3 of the respondents are aware of L.E.T.S. services. Seven percent of the respondents report that someone in their household uses L.E.T.S.. While this percentage is higher than the estimated number of people who use L.E.T.S., it is not so high as to indicate that the survey was filled out by people who had a vested interest in L.E.T.S. One of the most significant findings of the survey was that about 12 percent of the respondents had somebody in their household who had a problem meeting their transportation needs. If that is the case, the need for public transportation is greater than the available service. A later question indicates that 22 percent of the respondent households have somebody in their house that doesn't drive.

The largest percentage of people with transportation problems have issues associated with getting to medical or dental appointments. The largest percentage of respondents who have driving limitations are having issues with driving in bad weather or at night. Almost 60 percent of the respondents stated that they would consider a public transit service that "met their needs" due to gas prices or "other financial or convenience factors." Of the respondents stating that they might use transit, 41 percent stated they might use a Grand River corridor fixed route and almost 70 percent said they might use a L.E.T.S.-type curb-to-curb service.

Support for L.E.T.S. and future need are critical issues when planning for the future. About 57 percent said they would support a property tax to fund L.E.T.S.

In addition, 42 percent thought they would have a need for public transportation in the next decade. Thus, there appears to be support for L.E.T.S. and a perceived future need.

**Table 2-1**  
**Results**  
**L.E.T.S. Countywide Transportation Study**  
**Household Survey**  
**October 2006**

Are you aware that a public transportation service exists in Livingston County?

Response	Number	Percent
Yes	361	67.1
No	177	32.9
Total	538	100.0

Do you (or anyone in your home) use Livingston Essential Transportation Service (L.E.T.S.)?

Response	Number	Percent
Yes	38	7.1
No	500	92.9
Total	538	100.0

Do you (or others in your home) have problems getting your transportation needs met?

Response	Number	Percent
Yes	64	12.1
No	464	87.9
Total	528	100.0

What does your lack of transportation keep you (or others in your home) from doing?

Response	Number	Percent*
Working or seeking employment	21	32.8
Shopping	24	37.5
Attending school or training	10	15.6
Medical or dental appointments	32	50.0
Social or recreational activities	17	26.6
Other	21	32.8

\*The percent of the 64 respondents experiencing problems getting their transportation needs met.



Are there any reasons why you (or other adults in your home) don't drive or limit the amount of their driving?

Response	Number	Percent
Yes	120	22.8
No	406	77.2
Total	526	100.0

What are the reasons why you (or other adults in your home) don't drive or limit the amount of their driving?

Response	Number	Percent*
Don't drive in poor weather	47	39.2
Don't drive at night	45	37.5
Don't own a vehicle	20	16.7
Not licensed to drive	27	22.5
Disabled	42	35.0
Other	35	29.2

\*Percent of the 120 respondents indicating they don't drive or limit the amount of their driving.

Because of gas prices or other financial or convenience factors, would you (or other members of your household) consider using a public transportation service if it met your needs?

Response	Number	Percent
Yes	304	59.5
No	207	40.5
Total	511	100.0

If you (or other members of your household) would use public transportation, what type of service would you consider using?

Response	Number	Percent*
A regularly scheduled bus route operating along the Grand River Corridor that connects Fowlerville, Howell and Brighton.	125	41.1
A curb-to-curb service such as L.E.T.S currently operates.	206	67.8
A service to connect you to out-of-county medical trips	95	31.3
Other	38	12.5

\*Percent of 304 respondents indicating they would consider using a public transportation service.

L.E.T.S. currently charges the general public between \$2 to \$6 per one-way trip depending on the distance traveled and this fare is discounted for senior citizens and those with disabilities to \$1 to \$3 per one-way trip. Do you think an increased fare would be appropriate if it helped maintain the existing level of transportation services or perhaps allowed for improved services?

Response	Number	Percent
Yes	314	64.9
No	170	35.1
Total	484	100.0

How many children under 18 are members of your household?

Response	Number	Percent
None	321	62.6
One	62	12.1
Two	86	16.8
Three	33	6.4
Four	5	1.0
Five	4	0.8
Six	1	0.2
Seven	1	0.2
Total	513	100.0

How many people between the ages of 18 and 59 are members of your household?

Response	Number	Percent
None	121	23.7
One	74	14.5
Two	253	49.5
Three	40	7.8
Four	19	3.7
Five	3	0.6
Six	1	0.2
Total	511	100.0

How many people 60 years of age or older are members of your household?

Response	Number	Percent
None	308	59.7
One	112	21.7
Two	89	17.2
Three	6	1.2
Nine	1	0.2
Total	516	100.0

Would you support a property tax to help support public transportation in Livingston County?

Response	Number	Percent
Yes	219	43.3
No	287	56.7
Total	506	100.0

Do you anticipate possibly needing public transportation services in the next 10 years.

Response	Number	Percent
Yes	213	42.3
No	291	57.7
Total	504	100.0

The question that must be addressed is what the survey implies about need. Taking into account that there were a greater percentage of respondents who used L.E.T.S. than occurs in the general population, it can be inferred that while 42 percent say they might use transit in the next decade the real percentage is much smaller. Nevertheless, it is likely that more than one percent of the population will use L.E.T.S. in the coming years, particularly due to the aging population. L.E.T.S. is one answer to dealing with the needs of these populations in the future. Certainly, land use policies such as encouraging independent seniors who need services to live near those services should be considered. But, in the future it is clear that some form of public transportation will be an important quality of life issue in Livingston County.

### L.E.T.S. Ridership Projections

As part of the needs assessment, the consultant prepared ridership projections for L.E.T.S. for the next ten years (Table 2-2). As can be seen, assuming current trends and incremental increases in service levels for population growth, L.E.T.S. could be carrying anywhere from 101,000 (low range) to 113,000 (high range) riders annually by 2015. This will be an increase of almost 29 percent. Given the fairly dramatic expansion of L.E.T.S. in the past several years, this number is not unreasonable. Nevertheless, meeting this level of activity will continue to represent an increasing budgetary commitment to L.E.T.S.

**Table 2-2**  
**L.E.T.S. Ridership Projections**

	Estimated 2006	Projections								
		2007	2008	2009	2010	2011	2012	2013	2014	2015
Total Population <sup>1</sup>	182,189	185,961	189,733	193,505	197,277	201,183	205,089	208,996	212,902	216,808
Senior Population <sup>2</sup>	15,294	15,832	16,370	16,908	17,446	18,317	19,188	20,060	20,931	21,802
Non-Senior Population	166,895	170,129	173,363	176,597	179,831	182,866	185,901	188,936	191,971	195,006
High Projection <sup>3,4</sup>	85,582	88,052	90,521	92,991	95,461	99,008	102,556	106,103	109,651	113,198
Low Projection <sup>5</sup>		87,354	89,126	90,898	92,669	94,504	96,339	98,174	100,009	101,844

<sup>1</sup> Projected population for 2010 and 2015 from SEMCOG. Intervening and subsequent years projected by Corradino.

<sup>2</sup> Projected senior population for 2010 and 2015 from SEMCOG

<sup>3</sup> L.E.T.S. Ridership from 2006 MDOT Reconciliation Report data.

<sup>4</sup> High ridership projection based on estimated per capita senior and non-senior ridership for 2006. In 2006 there were an estimated 3.36 senior trips per senior population and .21 non-senior trips per non-senior population.

<sup>5</sup> Low ridership projection based on estimated per capita total population ridership in FY 2006. The estimated 2006 trips per capita was .47.

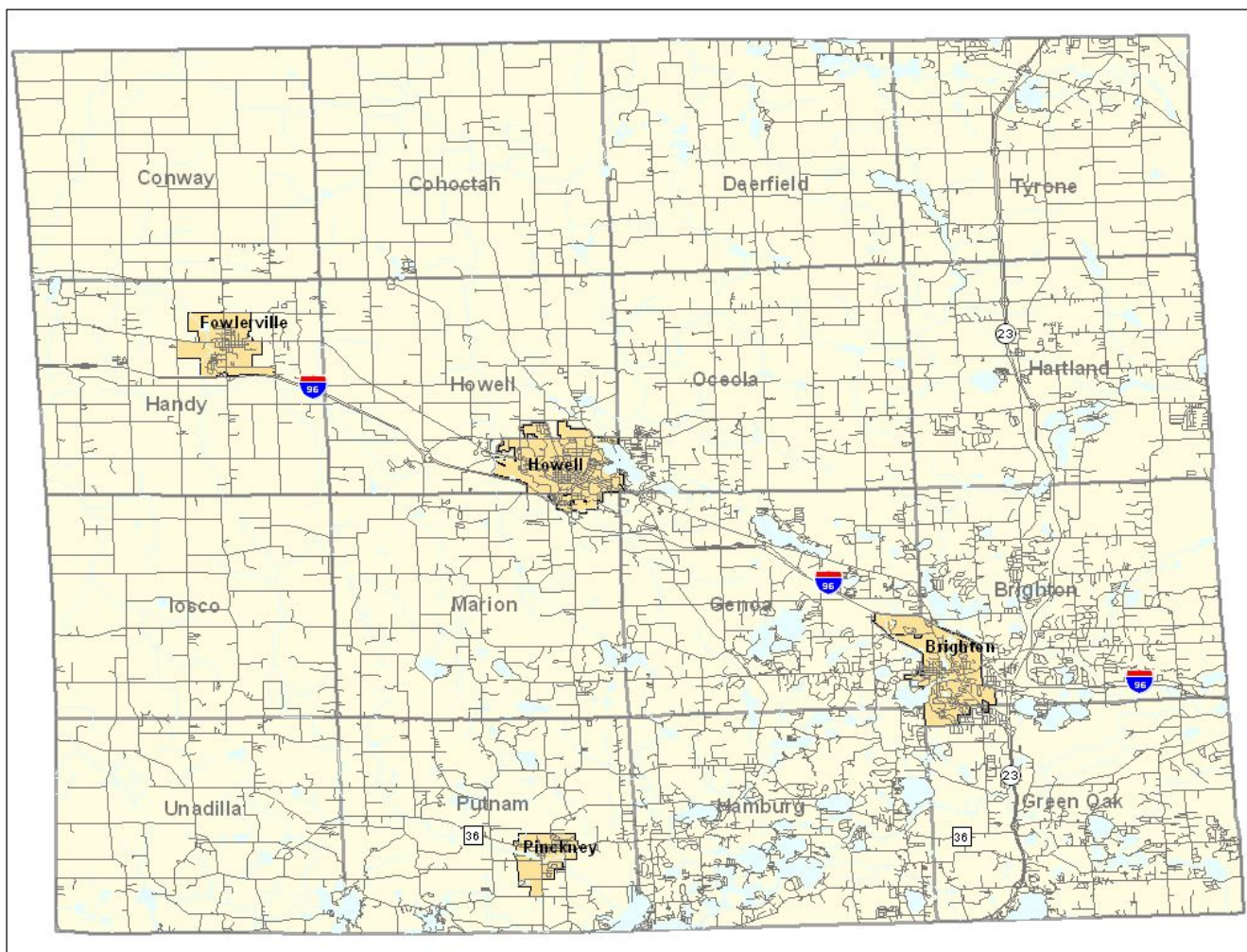
## 3. Existing and Future Conditions

### 3.1 Demographics

Livingston County is located in southeast Michigan. It is bounded on the east by Oakland County, on the north by Shiawassee and Genesee counties, on the west by Ingham County, and on the south by Washtenaw county. Key destinations outside the county include Flint to the north, Lansing to the east, Ann Arbor to the south and Detroit to the southeast.

Livingston County consists of 16 townships and four villages and towns (Figure 3-1).

Figure 3-1  
Study Area



**Table 3-1**  
**Population**

	1990	2000	Change 1990-2000	July 2006 Estimate	2030 Forecast	Est. Change 2006-2030
City of Brighton	5,686	6,701	17.9%	7,297	7,365	0.9%
Brighton Township	14,815	17,673	19.3%	18,909	24,409	29.1%
Cohoctah Township	2,693	3,394	26.0%	3,645	5,317	45.9%
Conway Township	1,818	2,732	50.3%	3,440	6,585	91.4%
Deerfield Township	3,000	4,087	36.2%	4,356	6,915	58.7%
Village of Fowlerville	2,648	2,972	12.2%	3,166	3,732	17.9%
Genoa Township	10,820	15,901	47.0%	20,169	29,083	44.2%
Green Oak Township	11,604	15,618	34.6%	18,159	34,104	87.8%
Hamburg Township	13,083	20,627	57.7%	23,214	36,331	56.5%
Handy Township	2,840	4,032	42.0%	5,135	8,448	64.5%
Hartland Township	6,860	10,996	60.3%	14,576	19,734	35.4%
City of Howell	8,147	9,232	13.3%	9,920	10,965	10.5%
Howell Township	4,294	5,679	32.3%	6,653	13,484	102.7%
Iosco Township	1,567	3,039	93.9%	4,090	8,723	113.3%
Marion Township	4,918	6,757	37.4%	9,172	13,969	52.3%
Oceola Township	4,866	8,362	71.8%	11,947	17,855	49.5%
Village of Pinckney	1,603	2,141	33.6%	2,411	2,792	15.8%
Putnam Township	4,580	5,359	17.0%	5,954	8,403	41.1%
Tyrone Township	6,854	8,459	23.4%	10,466	19,732	88.5%
Unadilla Township	2,949	3,190	8.2%	3,391	4,606	35.8%
Total Livingston County	115,645	156,951	35.7%	186,070	282,552	51.9%

Source: SEMCOG & U.S. Census Bureau

Table 3-1 details population data for Livingston County for 1990, 2000, estimates for 2006 and projections for 2030. As indicated in the table, Livingston County population grew by nearly 36 percent from 1990 through 2000. Between July 2006 and 2030, it is anticipated that the county will experience an additional 52 percent growth in population.

Also of interest in terms of population, is the urbanized area population (Figure 3-2). This is of interest to this study because the urbanized area population is a determinant in how L.E.T.S. can use its federal funding. Detailed discussion of this issue is presented in Section 4.5. The urbanized area is designated by the Census Bureau based on population density. The South Lyon, Howell, and Brighton urbanized area was designated during the 2000 census. An urbanized area is an area that consists of a central place or places and generally has a population density of at least 1,000 people per square mile and a total population of at least 50,000. The urbanized area extends into Washtenaw and Oakland counties. The urbanized area population is an important consideration in transit funding. The 2000 population of the South Lyon, Howell and Brighton Urbanized Area was 106,139.



Figure 3-2  
Urbanized Area

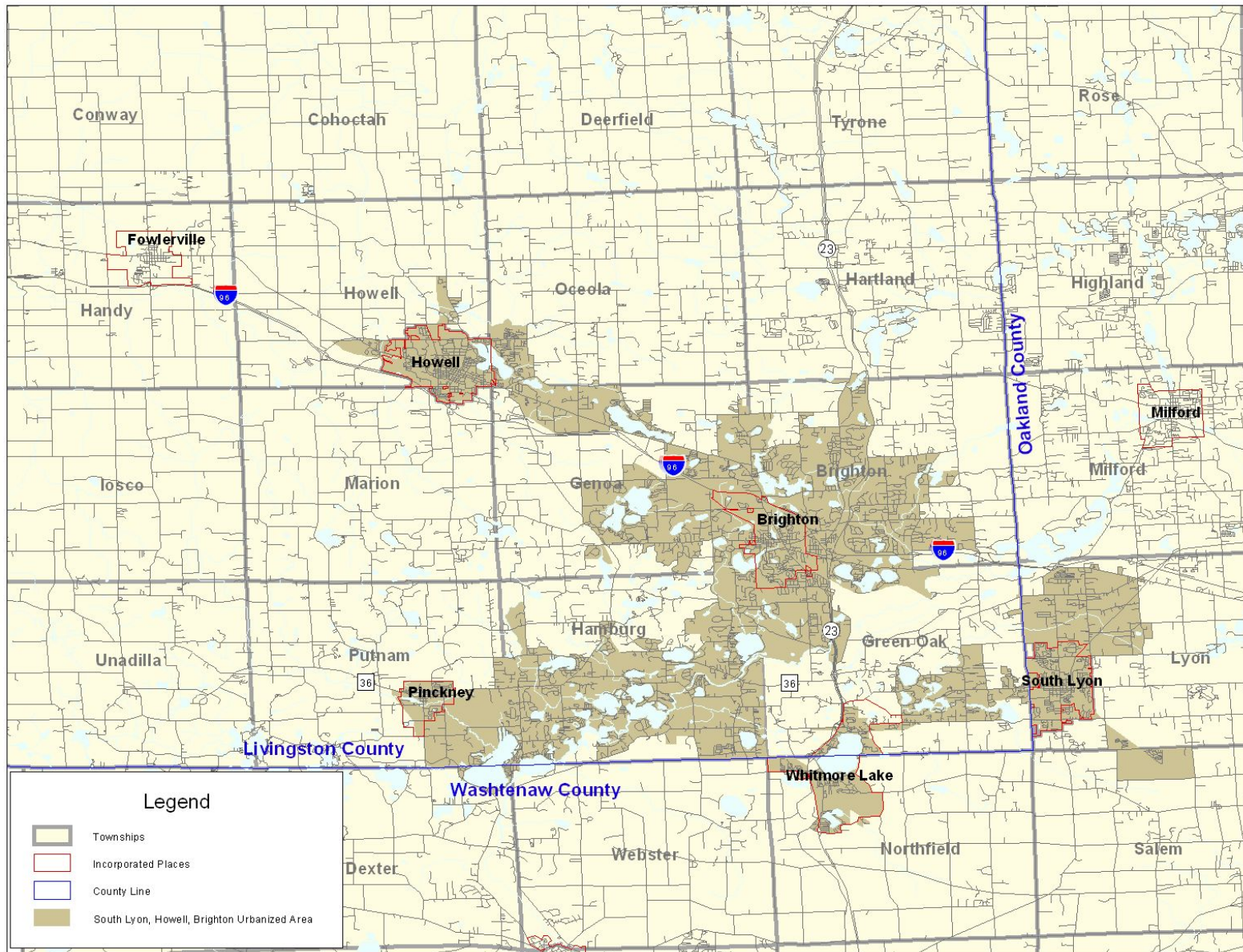


Table 3-2 profiles the 1990, 2000, estimated 2006 and forecasted 2030 households. The number of households will continue to increase with population.

**Table 3-2**  
**Households**

	1990	2000	July 2006 Estimate	2030 Forecast
City of Brighton	2,374	3,103	3,512	3,879
Brighton Township	4,659	5,950	6,639	9,190
Cohoctah Township	841	1,124	1,253	2,028
Conway Township	561	887	1,171	2,257
Deerfield Township	961	1,386	1,513	2,520
Village of Fowlerville	968	1,156	1,267	1,738
Genoa Township	3,709	5,839	7,802	12,224
Green Oak Township	3,892	5,438	6,555	13,767
Hamburg Township	4,435	7,086	7,949	13,549
Handy Township	909	1,348	1,757	3,119
Hartland Township	2,211	3,696	5,095	7,565
City of Howell	3,256	3,857	4,305	4,716
Howell Township	1,336	1,902	2,567	5,420
Iosco Township	493	921	1,241	2,870
Marion Township	1,538	2,271	3,383	5,558
Oceola Township	1,535	2,756	3,913	6,261
Village of Pinckney	518	731	866	1,075
Putnam Township	1,505	1,895	2,188	3,480
Tyrone Township	2,211	2,882	3,759	7,446
Unadilla Township	975	1,156	1,302	1,809
Total Livingston County	38,887	55,384	68,037	110,471

Source: SEMCOG & U.S. Census Bureau



While the number of households will continue to increase, the number of persons per household will decrease in a manner similar to that of national trends (Table 3-3).

**Table 3-3**  
**Average Household Size**

	1990	2000	July 2006 Estimate	2030 Forecast
City of Brighton	2.40	2.15	2.07	1.89
Brighton Township	3.17	2.96	2.84	2.65
Cohoctah Township	3.20	3.02	2.91	2.62
Conway Township	3.24	3.08	2.94	2.92
Deerfield Township	3.11	2.95	2.88	2.74
Village of Fowlerville	2.74	2.56	2.49	2.14
Genoa Township	2.91	2.72	2.58	2.38
Green Oak Township	2.86	2.79	2.74	2.45
Hamburg Township	2.89	2.88	2.87	2.66
Handy Township	3.11	2.97	2.91	2.70
Hartland Township	3.09	2.96	2.85	2.60
City of Howell	2.42	2.29	2.21	2.18
Howell Township	3.13	2.91	2.54	2.46
Iosco Township	3.18	3.19	3.22	3.01
Marion Township	3.20	2.97	2.71	2.51
Oceola Township	3.15	3.02	3.05	2.85
Village of Pinckney	3.05	2.90	2.76	2.58
Putnam Township	3.04	2.82	2.71	2.41
Tyrone Township	3.10	2.93	2.78	2.65
Unadilla Township	2.98	2.74	2.59	2.53
Total Livingston County	2.94	2.80	2.71	2.54

Source: SEMCOG & U.S. Census Bureau

Keeping with national trends, the population of Livingston County will age. By 2030, it is forecast that 15 percent of the population will be 65 or older. This is up from eight percent in 2000. The growing senior population will need additional public transportation (Table 3-4).

**Table 3-4**  
**Population by Age**

	1990		2000		2030 Forecast	
	Number	Percent	Number	Percent	Number	Percent
Age 0-4	8,711	7.53	11,305	7.20	18,597	6.58
Age 5-17	24,421	21.12	33,820	21.55	52,392	18.54
Age 18-34	29,178	25.23	29,947	19.08	51,500	18.23
Age 35-64	43,861	37.93	68,842	43.86	117,238	41.49
Age 65+	9,474	8.19	13,037	8.31	42,825	15.16
Total County Population	115,645	100.00	156,951	100.00	282,552	100.00

Source: SEMCOG & U.S. Census Bureau

Table 3-5 is a summary of disability and employment status for Livingston County residents that are five years or older as shown. 18,635 or 13 percent of county residents five or older report some type of disability.

**Table 3-5**  
**Disability and Employment Status**  
**(Population 5 Years and Older)**

Disability Status	Number	Percent
5 to 15 years:	28,685	100.0
With a disability	1,487	5.2
No disability	27,198	94.8
16 to 20 years:	9,890	100.0
With a disability:	900	9.1
Employed	589	6.0
Not employed	311	3.1
No disability:	8,990	90.9
Employed	5,200	52.6
Not employed	3,790	38.3
21 to 64 years:	93,397	100.0
With a disability:	11,391	12.2
Employed	7,312	7.8
Not employed	4,079	4.4
No disability:	82,006	87.8
Employed	66,195	70.9
Not employed	15,811	16.9
65 to 74 years:	7,166	100.0
With a disability	1,786	24.9
No disability	5,380	75.1
75 years and over:	5,410	100.0
With a disability	3,071	56.8
No disability	2,339	43.2
Total Population 5 Years and older	144,548	--

Source: U.S. Census Bureau, Census 2000

Data on educational attainment show that the percent of college-educated residents is increasing (Table 3-6).

**Table 3-6**  
**Educational Attainment**  
**(Population 25 or Older)**

	1990		2000	
	Number	Percent	Number	Percent
Did Not Graduate High School	10,440	14.44	8,731	8.61
Graduated High School	23,444	32.43	28,702	28.31
Some College, No Degree	18,502	25.59	26,479	26.11
Associate Degree	5,805	8.03	8,929	8.81
Bachelor's Degree	9,466	13.09	19,206	18.94
Graduate or Professional Degree	4,686	6.48	9,334	9.21
Total 25 or Older	72,295	100.00	101,395	100.00

Source: SEMCOG & U.S. Census Bureau

Table 3-7 details household income for Livingston County. The county's percentage of households in the upper income ranges increased between 1990 and 2000.

**Table 3-7**  
**Household Income**

	1990		2000	
	Number	Percent	Number	Percent
Less than \$10,000	2,308	5.94	1,564	2.82
\$10,000 to \$14,999	1,666	4.28	1,514	2.73
\$15,000 to \$24,999	4,453	11.45	3,394	6.13
\$25,000 to \$34,999	5,167	13.29	4,483	8.09
\$35,000 to \$49,999	8,243	21.20	7,263	13.11
\$50,000 to \$74,999	10,401	26.75	12,925	23.34
\$75,000 to \$99,999	4,224	10.86	10,083	18.21
\$100,000 to \$149,999	1,770	4.55	9,838	17.76
\$150,000 or more	668	1.72	4,267	7.70
Total Households	38,887	100.00	55,384	100.00

Source: SEMCOG & U.S. Census Bureau

The rate of poverty in Livingston County declined from 1990 to 2000 (Table 3-8).

**Table 3-8**  
**Poverty**

	1990		2000	
	Number	Percent	Number	Percent
Median Household Income	\$60,893	--	\$67,400	--
Households in Poverty	1,725	4.00	1,899	3.00
Persons in Poverty	4,716	4.00	5,228	3.00

Source: SEMCOG & U.S. Census Bureau

Table 3-9 details median household income by township, town and village for 1990 and 2000. Median household income is generally higher in the southeast portion of the county.

**Table 3-9**  
**Median Household Income**

	1990	2000
City of Brighton	\$47,642	\$47,897
Brighton Township	\$75,058	\$83,940
Cohoctah Township	\$58,889	\$57,500
Conway Township	\$55,362	\$64,306
Deerfield Township	\$57,363	\$65,756
Village of Fowlerville	\$39,176	\$41,628
Genoa Township	\$66,082	\$71,398
Green Oak Township	\$63,549	\$75,173
Hamburg Township	\$64,969	\$75,960
Handy Township	\$52,500	\$57,267
Hartland Township	\$67,845	\$75,908
City of Howell	\$42,446	\$43,958
Howell Township	\$64,035	\$63,114
Iosco Township	\$55,770	\$63,808
Marion Township	\$70,587	\$72,378
Oceola Township	\$59,811	\$76,139
Village of Pickney	\$50,673	\$58,077
Putnam Township	\$56,726	\$62,516
Tyrone Township	\$67,859	\$75,994
Unadilla Township	\$51,422	\$52,433
Total Livingston County	\$60,893	\$67,400

Source: SEMCOG & U.S. Census Bureau

Owner occupied housing increased from 1990 to 2000 (Table 3-10).

**Table 3-10**  
**Housing Tenure**

	1990		2000	
	Number	Percent	Number	Percent
Owner Occupied Units	32,871	84.53	48,757	88.03
Renter Occupied Units	6,016	15.47	6,627	11.97
Total Occupied Units	38,887	100.00	55,384	100.00

Source: SEMCOG & U.S. Census Bureau

Table 3-11 profiles employment by industry of Livingston County residents. Agricultural employment is expected to continue to decline while the number of residents employed in the retail and services industries will increase.

**Table 3-11**  
**Employment by Industry**

	1990		2000		2030 Forecast	
	Number	Percent	Number	Percent	Number	Percent
Agriculture, Mining, and Natural Resources	1,756	4.47	1,970	3.33	2,120	2.04
Manufacturing	8,186	20.83	11,113	18.78	14,315	13.78
Transportation, Communication, and Utility	1,071	2.73	1,338	2.26	2,890	2.78
Wholesale Trade	2,036	5.18	3,096	5.23	4,901	4.72
Retail Trade	8,772	22.32	13,111	22.16	25,950	24.98
Finance, Insurance, and Real Estate	3,455	8.79	6,214	10.50	9,861	9.49
Services	12,935	32.92	20,565	34.76	40,869	39.35
Public Administration	1,085	2.76	1,752	2.96	2,963	2.85
Total Employment	39,296	100.00	59,159	100.00	103,869	100.00

Source: SEMCOG & U.S. Census Bureau

Table 3-12 shows vehicles available by household. The number of households without a vehicle increased between 1990 and 2000. This slight increase may continue in the future given the aging population that may not be able to drive or may choose not to drive.

**Table 3-12**  
**Vehicles Available by Household**

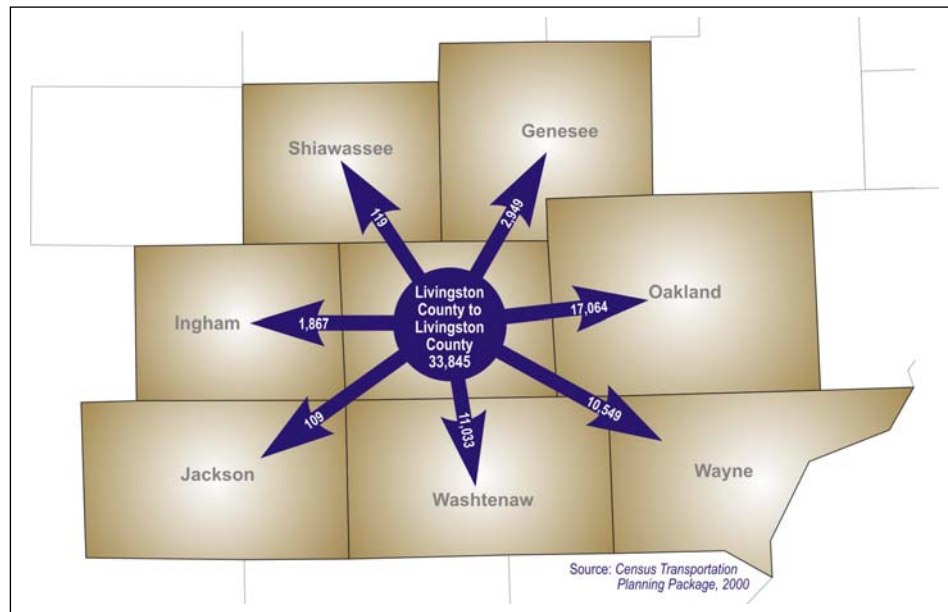
	1990		2000	
	Number	Percent	Number	Percent
None	1,032	2.65	1,611	2.91
One	8,357	21.49	11,594	20.93
Two	17,749	45.64	26,830	48.44
Three or More	11,749	30.21	15,349	27.71
Total Households	38,887	100.00	55,384	100.00

Source: SEMCOG & U.S. Census Bureau

## 3.2 Work Trip Patterns

Figure 3-3 and Table 3-13 detail the work commute patterns of Livingston County residents. As shown, about 43 percent of Livingston County residents work in the County. Oakland County draws about 22 percent of the County's employed population, while Washtenaw and Wayne Counties draw 14 percent and 13 percent of the County's workers.

**Figure 3-3**  
Weekday Work Trips  
From Livingston County



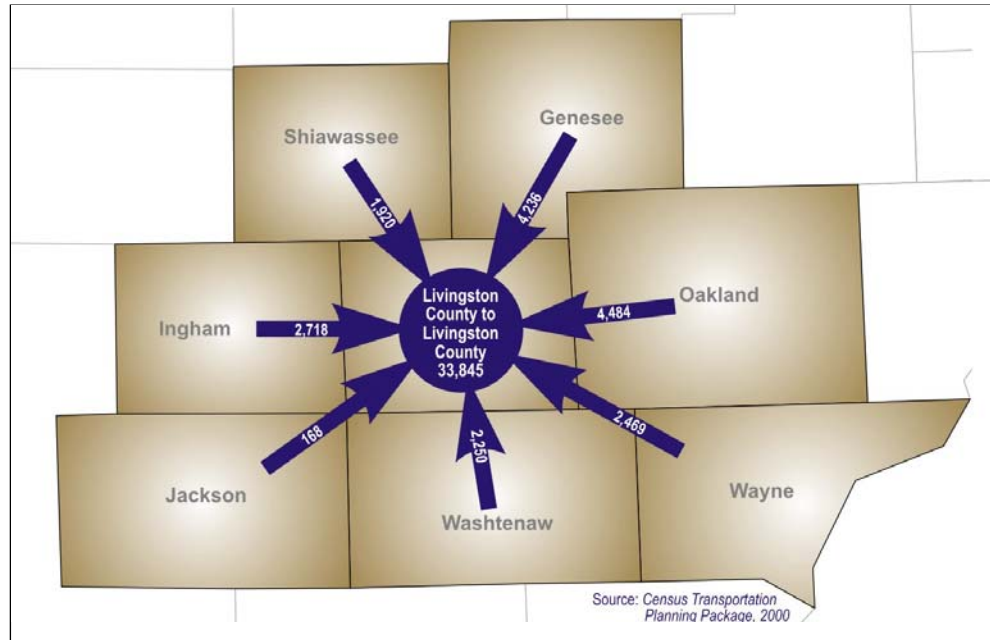
**Table 3-13**  
Weekday Work Trips  
from Livingston County

County of Work	Workers	
	Number	Percent
Livingston	33,845	42.5
Oakland	17,064	21.5
Washtenaw	11,033	13.9
Wayne	10,549	13.3
Genesee	2,949	3.7
Ingham	1,867	2.3
Macomb	1,002	1.3
Eaton	123	0.2
Shiawassee	119	0.1
Jackson	109	0.1
Other	887	1.1
Total	79,547	100.0

Source: U.S. Census Bureau

Figure 3-4 and Table 3-14 provide a profile of weekday work commute patterns of those coming into Livingston County to work.

**Figure 3-4**  
**Weekday Work Trips**  
**to Livingston County**



**Table 3-14**  
**Weekday Work Trips**  
**to Livingston County**

County of Residence	Workers	
	Number	Percent
Livingston	33,845	62.7
Oakland	4,484	8.3
Genesee	4,236	7.8
Ingham	2,718	5.0
Wayne	2,469	4.6
Washtenaw	2,250	4.2
Shiawassee	1,920	3.6
Macomb	458	0.8
Eaton	213	0.4
Jackson	168	0.3
Other	1,239	2.3
Total	54,000	100.0

Oakland County supplies approximately eight percent or 4,500 workers while Genesee County residents also account for nearly eight percent of the County's workers. Other major contributors to the Livingston County workforce are the adjacent Ingham, Wayne, Washtenaw and Shiawassee Counties.

Table 3-15 compares the 1990 and 2000 means of work transportation for the county's workers. The percentage of drive-alone workers increased as the number of those carpooling decreased. The percent of persons using public transit has remained unchanged at 18 percent. The mean travel time to work has increased slightly from 28 to 31 minutes.

**Table 3-15**  
**Commute to Work**  
**(Workers 16 and Older)**

	1990		2000	
	Number	Percent	Number	Percent
Drove Alone	48,612	84.62	69,455	87.11
Carpool or Vanpool	6,197	10.79	6,101	7.65
Public Transportation	103	0.18	147	0.18
Walked to Work	724	1.26	893	1.12
Other Means	195	0.34	394	0.49
Worked at Home	1,617	2.81	2,739	3.44
Total Workers Age 16 or Older	57,448	100.00	79,729	100.00
Mean Travel Time to Work (In Minutes)	28	--	31	--

Source: SEMCOG & U.S. Census Bureau



### 3.3 Development Patterns

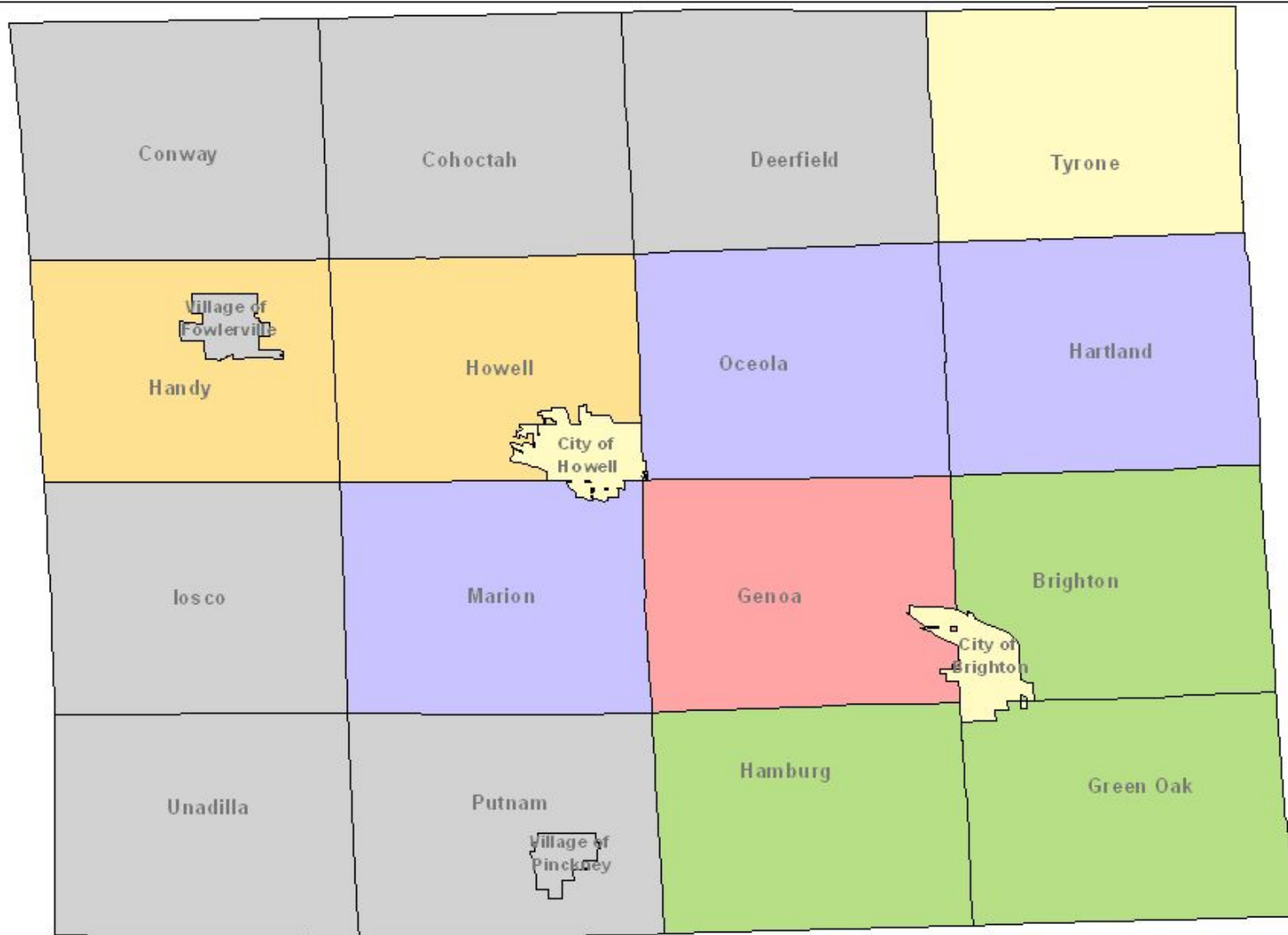
Table 3-16 and Figure 3-5 detail residential building permit activity in Livingston County. As is evident from the data, the majority of the growth in the county is along the I-96 corridor.

**Table 3-16**  
**Residential Building Permits**  
**(Units)**

	1995 - 1999	2000-2004	2005	2006
City of Brighton	76	63	81	4
Brighton Township	154	130	149	31
Cohoctah Township	25	20	10	6
Conway Township	40	50	37	15
Deefield Township	37	21	17	9
Village of Fowlerville	14	20	2	0
Genoa Township	313	359	126	24
Green Oak Township	119	142	117	42
Hamburg Township	291	150	144	38
Handy Township\	48	56	134	35
Hartland Township	174	229	118	28
City of Howell	43	71	65	5
Howell Township	56	97	80	4
Iosco Township	58	49	48	12
Marion Township	103	196	138	26
Oceola Township	204	207	168	53
Village of Pickney	38	24	2	12
Putnman Township	48	60	24	8
Tyrone Township	68	63	50	15
Unadilla Township	18	29	20	5
Total Livingston County	1,929	2,039	1,530	372

Source: SEMCOG & U.S. Census Bureau

Figure 3-5  
Residential Building Permit Activity



Residential Building Permits  
2000 - 2005



As shown in Table 3-17, residential land use in the county is increasing. Agricultural and some woodland area is being converted to accommodate additional residential uses. The acreage of commercial and industrial land has also increased slightly as has land devoted to cultural and recreational uses.

**Table 3-17**  
**Land Use Type**  
**(Acres)**

	1990		2000	
	Number	Percent	Number	Percent
Single-Family	51,129	13.65	73,075	19.51
Multiple-Family	459	0.12	806	0.22
Commercial and Office	1,380	0.37	1,950	0.52
Institutional	1,193	0.32	1,439	0.38
Industrial	3,935	1.05	4,807	1.28
Transportation, Communication, and Utility	3,036	0.81	3,073	0.82
Cultural, Outdoor Recreation, and Cemetery	3,530	0.94	5,260	1.40
Active Agriculture	125,098	33.40	112,782	30.11
Grassland and Shrub	66,980	17.88	58,129	15.52
Woodland and Wetland	101,982	27.23	95,565	25.51
Extractive and Barren	1,781	0.48	2,205	0.59
Water	12,481	3.33	12,571	3.36
Under Development	1,587	0.42	2,912	0.78
Total Acres	374,572	100.00	374,572	100.00

Source: SEMCOG

Table 3-18 lists the county's major employers. Many of the major employers are public sector in nature such as Livingston County and the various school districts. Livingston County is also home to several major manufacturers.

**Table 3-18**  
**Major Employers**

Name	Location	Employees	Product/Service
Brighton Area School District	Brighton	1100	Public school district office
Citizens Insurance Company of America	Howell	950	Property & casualty, automobile & worker's compensation insurance carrier services
St Joseph Mercy Livingston	Howell	750	Medical & surgical hospital
Pinckney Community Schools	Pinckney	600	School/education
Hartland Consolidated Schools	Hartland	600	School/education
County of Livingston	Howell	580	Executive offices
Meijer Inc	Brighton	519	Department store & grocery store
Ogihara America Corp	Howell	500	Manufactures automotive metal stampings
Ontegra Brighton	Brighton	500	Manufactures automobile door, instrument panels & consoles
Wal-Mart Stores Inc.	Howell	500	Department stores
Hartland Consolidated School District	Hartland	450	Public school district office
Gordon Food Service Inc	Brighton	410	Distributor of groceries
Intier Auto Interiors of America	Howell	385	Manufactures automobile interior trim products
Fowlerville Community School District	Fowlerville	350	Public school district office
TRW Inc	Fowlerville	350	Manufactures antilock braking systems for light duty trucks
Uniboring Co Inc	Howell	350	Precision machining, boring & prototypes
Pepsi-Cola Co	Howell	300	Provides soft drink bottling services
Alpha Technology Corp	Howell	290	Manufactures zinc die castings & plastic injection mold parts; mechanical assembling
Gilreath Manufacturing Inc	Howell	275	Manufactures plastic injection molding
Howell High School	Howell	270	Public high school with grades 09 - 12
Brighton High School	Brighton	253	Public high school with grades 09 - 12
Medilodge Of Howell Inc	Howell	250	Skilled nursing care facility
Home Depot Inc	Howell	200	Home improvement center store
Howell Care Center	Howell	200	Skilled nursing care facility services
Tri-State Hospital Supply Corp	Howell	200	Disposable hospital supplies, label printing, custom sterile trays & trash liners
Target	Brighton	200	Retail discount department store

Source: Harris Publishing Company, 2004 InfoSource and Local County Economic Development Contact, 2004.

Figure 3-6 shows the major trip generators for Livingston County. These include government facilities, major employers, shopping areas, the hospital, care centers and key social service destinations. As is evident from the graphic, these generators are clustered primarily in Howell and Brighton.

**Figure 3-6**  
**Major Trip Generators**

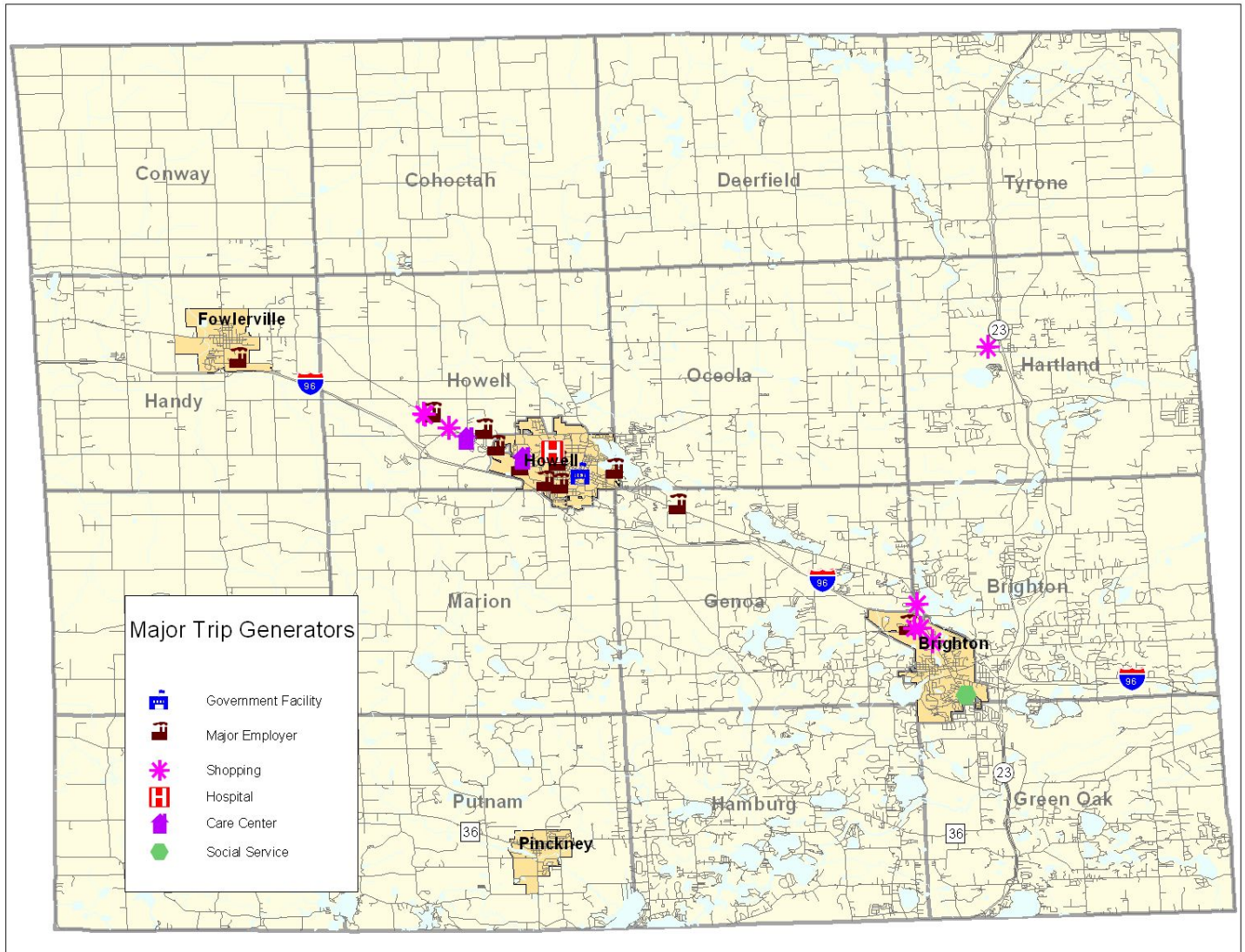
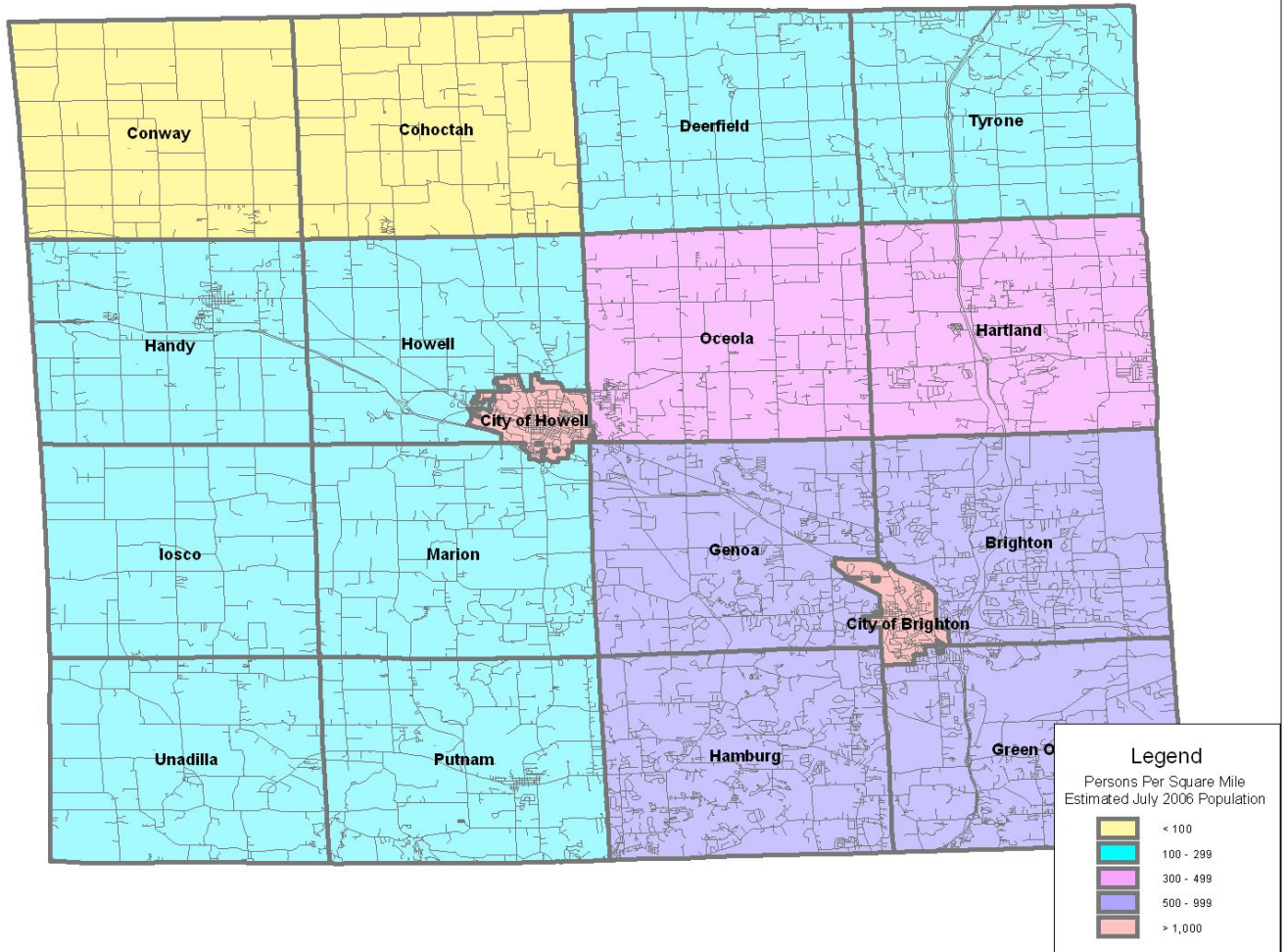


Figure 3-7 shows population density in Livingston County. As can be seen, the most dense areas of the County are to the south and east. The least dense areas are to the north and west. This suggests that L.E.T.S. may be able to operate more efficiently by having a satellite facility in the eastern part of the County.

Figure 3-7  
Population Density



Source: Data from U.S. Census Bureau, arranged by The Corradino Group.

## 4. Current Transportation Services

The following section details the public transportation provided in Livingston County.

### 4.1 Livingston Essential Transportation Service (L.E.T.S.)

L.E.T.S. provides dial-a-ride transportation for Livingston County residents. Service is provided Monday through Friday between 6:00 AM and 9:00 PM. Saturday service is available between 8:00 AM and 4:00 PM. Service is also available to regional medical centers outside the county and is arranged by appointment.

Service is provided by reservation on a first-call, first-serve basis. Rides are provided by L.E.T.S.' fleet of 17 lift equipped buses and vans. The fare ranges from \$2.00 to \$6.00 per one-way trip, calculated at \$2.00 per township traveled through. Seniors and persons with disabilities are charged only \$1.00 per township.

Table 4-1 profiles L.E.T.S. ridership from 2001 through 2005. Total ridership has generally increased over the last five years.

**Table 4-1**  
**Passengers\***

Type	2001	2002	2003	2004	2005
Regular	--	--	--	7,698	12,288
Seniors	--	--	--	7,171	7,479
Disabled	--	--	--	14,995	16,653
Seniors with Disability	--	--	--	33,202	36,122
Total Passengers	56,943	54,363	52,046	63,066	72,542

Source: MDOT Reconciliation Reports

\* Ridership by passenger category not available for 2001 through 2003.

With increased ridership has come increased vehicle miles and hours (Table 4-2). Vehicles and staff have also increased to accommodate increasing ridership.



**Table 4-2**  
**Hours, Miles, Vehicles, Fuel and Staff**

	2001	2002	2003	2004	2005
Vehicle Hours	18,868	19,312	18,786	25,228	29,334
Vehicle Miles	385,132	395,177	399,178	524,975	450,018
Vehicles	12	13	13	16	17
Fuel Consumed (Gallons)	39,708	43,936	45,186	53,196	57,415
Employees					
Total Full-Time Equivalents	9	9	11	24	24
Operator Full-Time Equivalents	4	4	4	17	17

Source: MDOT Reconciliation Reports

Revenue sources for the last five years are shown in Table 4-3. Passenger fares show a general increase. In terms of operating assistance, L.E.T.S. received Section 5311 operating funds in 2001 and 2002. In 2003, with the newly released census population data, L.E.T.S. became a urban system and began receiving 5307 funds. Thus, the federal share of operating funds increased dramatically and local funds were no longer provided.

**Table 4-3**  
**Revenues**

Source	2001	2002	2003	2004	2005
<b>Fares</b>					
Passenger Fares	\$65,272	\$53,182	\$51,915	\$63,498	\$71,098
Contract Fares	85,950	78,056	78,501	98,525	144,643
<b>Non-Transportation Revenues</b>					
Building Rental	73,548	73,458	73,548	73,848	73,848
Fuel Sales	4,773	9,300	14,814	19,494	40,288
Capital Gains		7,100	300		
<b>Operating Assistance</b>					
Local	208,248	225,267	113,334	--	--
State	391,738	374,142	452,452	631,753	552,277
Federal*	94,374	90,623	516,495	737,752	718,549
RTAP	3,500	1,732	1,931		
Contributed Services (County)	47,932	91,228	63,988	63,612	86,391
<b>Total</b>	<b>\$975,335</b>	<b>\$1,004,088</b>	<b>\$1,367,278</b>	<b>\$1,688,482</b>	<b>\$1,687,094</b>

Source: MDOT Reconciliation Reports

\*Federal operating assistance was in the form of 5311 funds in 2001 and 2002 and 5307 from 2003 through 2005.

Operating expenses have generally increased over the last five years, with a slight drop in 2005 due largely to changes in operator wages (Table 4-4).



**Table 4-4**  
**Operating Expenses**

Source	2001	2002	2003	2004	2005
Labor					
Operators	\$342,497	\$340,229	\$357,299	\$537,920	\$434,894
Dispatchers	39,662	61,082	62,541	76,578	52,653
Other	82,742	88,278	124,358	105,538	88,226
Fringe Benefits					
Pensions	35,224	40,068	46,558	163,578	34,060
Other	109,321	132,494	138,384	197,008	206,277
Services	227,269	118,687	204,777	321,263	460,621
Materials & Supplies					
Fuel & Lubricants	37,973	44,378	57,038	70,119	123,149
Tires & Tubes	4,048	1,225	4,459	1,725	2,092
Other	4,245	11,330	17,346	21,452	24,562
Utilities	27,929	37,325	49,179	27,855	60,067
Insurance	6,576	3,138	7,173	6,507	177
Misc. Expenses	26,260	25,806	2,596	3,939	9,504
Purchased Transportation			1,735	3,964	
Leases & Rentals		11,880	49,913	32,097	36,871
Total Expenses	\$943,746	\$915,920	\$1,123,356	\$1,569,543	\$1,533,153
Ineligible Expenses	81,880	84,639	90,361	93,238	96,056
Total Eligible Expense	\$861,866	\$831,281	\$1,032,995	\$1,476,305	\$1,437,097

Source: MDOT Reconciliation Reports

## 4.2 Other Providers

In addition to L.E.T.S., there are a number of other providers of transportation services in Livingston County. For the most part the other transportation providers focus their services to a specific set of clients.

### Schools

The largest of these providers is the various school transportation systems. The school transportation system in Livingston County operates a fleet of approximately 325 buses. According to Michigan State Police Motor Carrier Division records for 2005, the following Livingston County schools had schools buses fleets reflected below:

**Table 4-5**  
**School Bus Fleets**

School	Fleet Size
Brighton Area Schools	55
Fowlerville Community Schools	34
Hartland Consolidated Schools	73
Howell Public Schools	71
Livingston Educational Service Agency	48
Pinckney Community Schools	0

In addition, the Livingston Educational Service Agency (LESA), provides regional service for Special Education Students with a fleet of 44 buses.

## Senior Centers

There are four Senior Centers located through out Livingston County. Two of the four Senior Centers provide Transportation Services. The Hartland Senior Center provides transportation services to persons 55 years of age or older and to handicapped individuals. Transportation is available for medical and dental appointments in Livingston County and the four adjacent counties. Transportation services are also available for grocery shopping, errands and trips to the Senior Center. The Hartland Senior Center has one 12-passenger bus with lift and one four-door sedan. Transportation services are available five days a week to individuals in Hartland, Tyrone and Deerfield Townships and the Hartland Consolidated School District. Suggested donations for trips range from \$1.00 each way for local trips, and \$2.00 each way for trips to Brighton, Howell, Fenton and Milford to \$5.00 each way for trips to Ann Arbor, Novi and Flint. For the last four quarters the Hartland Senior Center has average approximately 675 one-way rides per quarter or approximately 2,700 one-way rides per year.

The Brighton Senior Center has one 16 passenger cut away bus and one 9 passenger van. Both of the vehicles are lift equipped. The Brighton Senior Center provides transportation services to seniors and disabled individuals. They services all of Livingston County, however their focus area for services is the Brighton School District. Regional Trips are provided infrequently and when L.E.T.S. is not able to accommodate regional trips. The fares range from \$1.50 to \$5.00 each way for a trip. The \$1.50 is for a local trips and the fare increases as the trip moves away from the Brighton base. The fare for regional trips is \$5.00. For the last four quarters the Brighton Senior Center has averaged approximately 791 one-way riders per quarter or approximately 3,165 one-way riders for a 12-month period.

## Other Agencies

A Regional Transit Study prepared for Northfield's Human Services People's Express Transportation Service identified two non Livingston County based agencies that provide service in Livingston County. The Northfield Human Services is located in Washtenaw County, Northfield Township. "Peoples Express" is the para-transit arm of the Northfield Human Services and operates para transit /dial-a ride service primarily for eastern sections of Livingston and Washtenaw Counties. They have a fleet of nine vehicles (1 minivan, 3 vans, 3 buses and 2 cars). Approximately 23 % of the riders are from Livingston County. "Ride with Pride" is located in Oakland County, Highland Township. Ride with Pride offers transportation to people with disabilities to and from their places of employment in Livingston and Oakland Counties.

## 4.3 Agencies that Contract for Services

L.E.T.S. works with many agencies and organizations providing contract services. These include Community Mental Health, the Family Independence Agency, Michigan Department of Career Development, Michigan Works, the Special Olympics, St. George Special Ministries and the ARC of Livingston. L.E.T.S. also works with Howell Parks and Recreation Center (for after-school activities) and the Brighton and Howell Chamber of Commerce (on an as-needed basis).

L.E.T.S. provides daily service for Community Mental Health, Michigan Department of Career Development, and Michigan Works. St. George Special Ministries contracts for service two to three times a week and the ARC of Livingston County about twice a month. Services are billed at an hourly rate except for the Family Independence Agency which is billed on a mileage basis. The contract services are provided during L.E.T.S. normal business hours and after hours.

## 4.4 Operations Assessment

Currently, L.E.T.S. appears to be operating at capacity given the existing vehicles, dispatchers and staff. Few riders are refused service due to lack of availability, but they often have to make their trips at times other than they would like.

Dispatching, although well organized, could probably be made more efficient through computer software and hardware improvements. There is no automated trip matching and the vehicles are not AVL equipped.

Staff has also noted that they would like to have some in-house maintenance capabilities. Currently almost all maintenance is contracted out. Staff feels that they could get out of service vehicles operational in less time if in-house maintenance was available. It is staff's opinion that much of the routine and small maintenance issues could be taken care of with the addition of a maintenance technician to the L.E.T.S. staff.

Table 4-6 shows how L.E.T.S. performs relative to other peer systems in Michigan. As shown, L.E.T.S. has the second lowest cost per mile to operate but the highest cost per passenger. This indicates they have low operating costs but are carrying fewer passengers per mile than other systems. The lower operating costs relate to the fact that L.E.T.S. drivers are non-union and they utilize some part-time drivers. This is due directly to the fact that they operate a pure demand response service and that they cover a large geographic area. This also suggests that alternatives in the L.E.T.S. transportation plan should focus on finding ways to decrease the cost per passenger.

**Table 4-6**  
**2005 Michigan Public Transit Facts (Reconciled)**  
**Selected Systems**

System	Eligible Expense	Total Passengers	Cost per Passenger	Cost per Mile	Total Vehicles
<b>Urban Medium</b>					
Battle Creek	\$3,430,784	528,481	\$ 6.49	\$ 5.21	28
Blue Water Port Huron	\$4,057,286	655,568	\$ 6.19	\$ 3.75	24
L.E.T.S.	\$1,437,098	72,542	\$19.81	\$ 3.19	17
Muskegon	\$2,377,527	437,815	\$ 5.43	\$ 4.09	24
<b>Urban Small</b>					
Harbor Transit, Grand Haven	\$1,499,817	178,679	\$ 8.39	\$ 3.83	15
Macatawa Area Express, Holland	\$2,580,467	187,407	\$13.77	\$ 3.75	26
Lake Erie Transit (SMART)	\$1,783,432	279,829	\$ 6.37	\$ 3.28	12
<b>Non-Urban County</b>					
Bay Area Transportation Authority, Traverse City	\$4,426,431	407,389	\$10.87	\$ 2.59	65
Blue Water, Port Huron	\$2,751,189	211,514	\$13.01	\$ 3.28	16
Lake Erie Transit (SMART)	\$ 917,942	84,882	\$10.81	\$ 3.52	9

Source: Michigan Department of Transportation, Public Transportation Management System, Performance Indicators Report.

## 4.5 Issues Associated with Future Funding of L.E.T.S.

The operation of local public transportation services (non specialized services) in Michigan are most commonly financed from funds provided by the Federal Government, through the US Department of Transportation Federal Transit Administration, Michigan State Government through the Michigan Department of Transportation Multi Modal Bureau and with locally raised funds, which may include fare box revenue, a local millage and or local governmental contribution. The specific federal funding program, and to a limited extent the state funding program for which an individual transit system is eligible to receive a grant, is determined by the census population numbers. For federal purposes, transit systems are classified under one of the following three designations. These designations are: Non Urban systems (population of less than 50,000), Small Urban system, (50,000 to 200,000 population) and Large urban system (over 200,000 population). For state purposes, transit systems are classified as Urban and or Non Urban Systems with a population under 100,000 or Urban Systems with a population over 100,000. Table 4-7 is a summary of operating and capital funds eligibility.

**Table 4-7**  
**Operating and Capital Funds Eligibility**

Designation	Population	Federal Operating Eligible	Federal Capital Eligible	State Operating Eligible	State Capital Eligible
<b>Non Urban</b>	50,000 or less	Yes	Yes	Yes – up to 60% of expenses	Yes
<b>Small Urban</b>	50,000 to 200,000	Yes	Yes	Yes – up to 60% of expenses if below 100,000 population and up to 50% for over 100,000 population	Yes
<b>Large Urban</b>	Over 200,000	No – except for special phase out provisions mentioned above and the capitalization of some maintenance related operating cost.	Yes – expanded to include some maintenance related operating cost.	Yes-up to 50% of expenses	Yes

#### **Federal Section 5311**

Federal operating and capital funds are provided to Non-Urban systems through the Section 5311 Program. States receive Federal funding based upon a statutory formula and the state is responsible for the allocation the 5311 operating and capital funds to individual Non Urban systems, based upon the State's determination. The Section 5311 Program provides up to 50% of net operating cost and 80% of net capital cost. L.E.T.S. received 5311 funds through 2002.

#### **Federal Section 5307**

Federal Funds for Small Urban Systems are apportioned to the Governor through the Section 5307 Program. Although the Federal apportionment identifies the allocation to individual Small Urban Systems, the Governor must approve the actual distribution of the Federal Funds. The Federal apportionment for Small Urban Systems is based upon the following factors: population (50%) and population density (50%). Small Urban Systems can use the Federal Section 5307 funds for both operating and capital cost. The Section 5307 Program provides up to 50% of operating cost and 80% of capital cost for the Small Urban Systems. Large Urban Systems also receive Federal Funds through the Section 5307 Program. The Federal Funds are allocated directly to the UZA's and do not flow through the State. The Federal apportionment for Large Urban Systems less than 1,000,000 population is based upon the following factors: population (25%), population density (25%) and bus revenue vehicle miles (50%). For Large Urban Systems with a population over a 1,000,000, the apportionment is based upon population (25%), population density (25%) and bus revenue vehicle miles (50%). Large Urban Systems can use Federal Section 5307 funds for Capital

Projects only. Congress has offset the hardship of not allowing the Large Urban Systems to use Section 5307 funds to pay for operating expenses, by reclassifying some traditional operating cost as eligible capital cost. L.E.T.S. currently receives Section 5307 funds. This operating to capital shift will be described in more detail below.

### **State Operating Assistance**

Operating funds from the State of Michigan are distributed to eligible transit systems based upon a formula contained in Public Act 51 of 1951 amended. The formula is expense-based and provides Non Urban Systems up to 60% of their eligible operating expenses and Urban Systems up to 50% of their eligible operating expenses. The State Formula for the distribution of operating assistance divides transit systems into two categories. Urban Systems with over 100,000 population make up one category while Urban / Non Urban Systems with a population of under 100,000 make up the second category. The funds appropriated annually by the Legislature for the State Operating Assistance program are allocated to the Urban and Non Urban categories based upon the percentage of total eligible operating cost of all of the Urban and the Non Urban Systems. Within each category the funds are further divided to individual systems. An individual Urban Transit System will receive state operating funds based upon its eligible operating expenses as a percentage of the eligible operating expenses of the other Urban Transit System. Likewise within the Non Urban Category, an individual Non Urban System will receive state-operating funds based upon its eligible operating expenses as a percentage of the eligible operating expenses of all of the other Non Urban Systems. As noted above Public Act 51 of 1951 provides that Non Urban Systems can receive up to 60 % of their eligible operating expenses from the State and Urban Systems can receive up to 50 % of their eligible expenses from the State. For the 2005-06 Fiscal Year, the State is providing Non Urban Systems approximately 33.14 % of their eligible operating expenses and Urban Systems approximately 39.25% of their eligible operating expenses. The difference between the statutory limit of 60 % and 39.25% and 50% and 33.14% is due to the appropriation for State Formula Operating Assistance not keeping pace with increasing eligible expenses.

### **Federal and State Capital**

While operating costs are usually financed with Federal, State and Local funds, the cost of capital items has traditionally been paid for with Federal and State Funds. Federal Programs in most cases provided 80% of the cost of capital items and the State has provided the remaining non-federal match of 20%. Federal Funds for capital projects are made available to local transit systems through Congressional Earmarks and through the 5311 and 5307 programs. As local transit capital needs expand and additional federal funds are made available the State funding to match the Federal funds has remained stable or has been reduced, resulting in the State not being able to provide the 20% non federal match. If additional State funds are not made available to match Federal Funds, local agencies may be required to contribute local funds for capital projects. Public Act 51 of 1951 as amended does require the State to pay not less than 66 2/3 % of the 20% local match / non-federal match.

### **Federal Capitalization of Operating**

As mentioned above, Congress has authorized Large Urban Systems to capitalize some of their traditional maintenance related operating expenses and include those items in the transit agencies capital program. This provision was provided to offset the complete loss of federal operating assistance for the Large Urban Systems. Specifically maintenance items that can be capitalized include: Preventative Maintenance (defined as all maintenance costs), Capital Cost of Contracting (when a Transit System contracts for services such as maintenance, certain cost are considered eligible capital cost), and Associated Capital Maintenance Items (Spare parts if they meet dollar limits). The financial or budgetary impact of allowing certain previously classified operating expenses to be capitalized, will be to reduce the over all operating expenses for the Large Urban System and have those maintenance related cost covered by 80% with Federal and 20% with State or Local funds.

### **Phased Federal Operating**

Within the recently passed SAFETEA –LU Legislation Congress attempted to address the impact that an immediate loss of operating assistance would place upon the Urban Transit Systems where the population grew to be greater than 200,000, or where a area became part of a larger urbanized area for the first time in the 2000 census. Specifically Congress allows those impacted Urban Systems to use 50% of their Section 5307 funding for operating assistance in FY 2006, 25% in FY 2007 and a complete phase out by FY 2008. Approximately 40 Urban Areas with 200,000 or more in population are eligible to use Section 5307 Funds for Operating Assistance. No area in Michigan was eligible.

### **L.E.T.S. Designation as a Large Urban System**

One of the key questions facing L.E.T.S. at the beginning of this study was whether L.E.T.S. would be designated as a “Large Urban” system after the 2010 census. This would result if the urbanized area for Livingston County<sup>2</sup> would exceed 200,000 in population. The issue is that major urban systems cannot use federal funds for operating (although they can use them for maintenance). That means that the County would have to contribute significant local funding to maintain current L.E.T.S. operating levels. To address this question, the consultant first determined that the designation of the urbanized area was the precedent for determination of the type of transit system. The consultant then contacted the Livingston County Planning Commission and asked for their assessment of whether the urbanized area would exceed 200,000 in 2010. Their conclusions are presented in Appendix C. Their estimation was that the urbanized area population in 2010 would be 143,014. As noted in their memorandum, the significance to Livingston County is that federal funds would not be eligible for use as an operating expense if the urbanized area population exceeded 200,000.

A final caveat in this discussion should be noted. The urbanized area extends slightly into Oakland and Washtenaw Counties. This means that, theoretically, SMART in Oakland County and AATA in Washtenaw County could claim a portion of the area’s operating funds. In 2003, after the

<sup>2</sup> The urbanized area that influences the designation of L.E.T.S. is the geographic area designated as the Howell, Brighton, South Lyon Urbanized Area.

designation of the urbanized area as a Small Urban system as a result of the 2000 census, they determined that L.E.T.S. would receive the full share of the federal funding for that area because those systems at that time were not providing service in the affected areas of their respective counties. Nevertheless, it can be assumed that L.E.T.S. will continue to receive sizeable federal funds that can be dedicated to operating expense.



## 5. Regional Issues

Mobility is an important freedom desired by everyone. Individuals traveling by car, bicycle, trains or walking are generally not limited by geographic boundaries. However the mobility of individuals using Local Public Transit service is often limited by political boundaries. Political boundaries are traditionally used to establish the service area within which local public transit agency's are authorized to provide service. Due to a variety of factors, today it is not uncommon for jobs, medical and health care facilities, recreational opportunities, shopping and family members to be located outside of the service area of a local public transit agency. As a result the operators of local public transit agency's (and their Governing Board Members), often are requested to facilitate the movement of passenger out side of the local public transit agency's service area. Providing service beyond the local public transit agency's service area is often referred to as "Regional Service".

Regional Service can take many forms, including development of a specific regular route outside of the service area, demand response service to a specific location or coordination of a passenger pick up or drop off at an agreed to location between two local transit providers. Inter-local Agreements established under Public Act 7 of 1967 Extra Session, The Urban Cooperation Act, allows public agencies to develop inter-local agreements, and work together to provide various governmental services, including Regional Service. Inter-local agreements allow local transit agencies to provide service out side of their established service area.

The opportunity for L.E.T.S. passengers to access services and facilities outside of the L.E.T.S. services area (the County) utilizing public transit service today is limited primarily to medical trips. There is no regular public transportation service connection to Oakland County and the SE Michigan area through the Suburban Mobility Authority for Regional Transportation SMART. There is no regular public transportation connection to Washtenaw County or Ingham County through the Ann Arbor Transportation Authority (AATA) or Capital Area Transportation Authority (CATA) respectively.

L.E.T.S. has inter-local agreements in place that allow them to provide regional service to Ingham, Genesee, Oakland and Washtenaw Counties. The overwhelming majority of these trips are medical trips. L.E.T.S. dedicates one bus daily from 8 AM to 4 PM to provide Regional Service. It is not unusual for L.E.T.S. to utilize an additional bus to meet the Regional Service needs. The L.E.T.S. Regional bus makes six trips per day, providing regional service. Approximately ninety-five percent (95%) of the trips are for medical services. The primary destination is Ann Arbor for medical services (85%) and Lansing (10 %) for medical services. The fare for a regional round trip per passenger is \$10.00 (medical disability or over 60 year of age) and \$20.00 (regular rider).

There is limited public transportation service to and from Genesee County through the Flint Mass Transportation Authority (Flint MTA). Currently Flint MTA operates service twice a day (in the morning and the afternoon) from Flint to five locations in Livingston County. The focus of this service is to bring workers from Flint / Genesee County to manufacturing facilities, in the morning

and to pick them up in the afternoon, for the return trip to Flint / Genesee County. The fare for this regional service is \$2.00. According to Flint MAT Officials there are approximately 100 riders using this existing service, with the overwhelming ridership coming daily from Genesee County to Livingston County. Flint MTA anticipates ridership will continue to grow as Delphi shifts staff from a facility in Troy to a facility in Livingston County. While this service is job focused, individuals living in Livingston County can board a Flint MTA bus and ride it to the MTA Transit Center where they can connect with other Flint MTA bus services.

Private intercity bus companies in the past provided long distance intercity bus services by connecting individual communities. Depending on the level of service and a community's location, this service allowed passengers to get to medical facilities, jobs, shopping, as well as visit family and friends in other cities. In addition Inter-city bus service also provided a package delivery service to many small communities. Today, in order to be competitive with other modes of transportation, the focus of Intercity bus service has shifted from the slow, time consuming operations required to serve individual communities, to providing fast efficient services by servicing strategically located bus and intermodal terminals, near the freeway system. Intercity buses now bypass many individual communities along a route and interface with riders at designated bus and intermodal terminals. This redirection of service has eliminated the travel opportunities for many transit dependent individuals.

While intercity buses continue to travel on I-96 between Detroit and Lansing, today there are no intercity buses stopping in Livingston County. Greyhound, the provider of service between Detroit and Lansing has eliminated the stop at the L.E.T.S. facility in Howell. Further there is no inter-city bus service on the US-23 corridor through Livingston County.

While there are limited regional services options today for residents in Livingston County, who wish to use L.E.T.S., there maybe opportunities in the future to strengthen and build on the existing Regional Service to enhance regional service. The Ann Arbor Transportation Authority (AATA) is developing a plan for AATA to provide countywide service in Washtenaw County. The plan which will be available in the next month or two, may set the stage for strategic discussions concerning passenger interface and services coordination opportunities between AATA and L.E.T.S. A review of the AATA countywide service plan when available will be an important first step.

As noted above Flint MTA is currently providing job-focused service to Livingston County. Flint MTA currently delivers it riders to various worksites within in Livingston County. Flint MTA and L.E.T.S. have had discussions about establishing a passenger transfer facility in the vicinity of the US-23 corridor. Flint MTA suggests that Brighton would be a good location for a passenger transfer facility. This facility if properly located and serviced by Flint MTA and L.E.T.S. could result in expanded regional services to the riders of both Flint MTA and L.E.T.S. Flint MTA would drop off and pick up passengers at the passenger transfer facility and L.E.T.S. would distribute the passengers to their various destinations in Livingston County. L.E.T.S. would also deliver passenger to the passenger transfer facility who are interested in going to Genesee County on a Flint MTA bus. Flint MTA and L.E.T.S. have the opportunity to refine and strengthen the Regional Service to and from Genesee County through the passenger transfer facility discussions.

With Greyhound eliminating and reducing service in Michigan, Indian Trails has indicated that they are reviewing various routes and service expansion plans in Michigan. These expansion plans could

include service on US-23. Indian Trails expects the review to be completed in about a year, at which time it will determine what service changes and expansion it will implement. If Indian Trails were to provide service along the US-23 corridor the passenger transfer facility mentioned above could possibly also serve as an inter-modal transfer center and provide additional Regional services to and from Livingston County.

New opportunities for Regional Service coordination with SMART and or CATA have not been identified. This situation could change quickly based upon the need to get people to new medical facilities, new businesses and other facilities that may be built or established in Oakland and Ingham Counties and serve Livingston County residents. L.E.T.S. ongoing relationship with both SMART and CATA will identify those opportunities if and when they take place.

## 6. Six-Year Public Transportation Plan

### 6.1 L.E.T.S. Goals and Objectives

The L.E.T.S. Six-Year Plan is intended to assist L.E.T.S. in reaching its goals and accomplishing its objectives, which are as follows:

#### Goals

1. Provide accessible, safe, efficient, and comfortable transit service.
2. Provide highest level of service physically and fiscally possible.
3. Develop resources to meet expected growth in services.

#### Objectives

1. Serve the transit needs of the population, especially seniors and people with disabilities.
2. Provide regional linkages.
3. Continue to work to reduce cost per passenger.
4. Match equipment and facility needs to ridership levels and geographic conditions in the county.
5. Increase public awareness of L.E.T.S.
6. Work with business and government agencies to link employees and jobs through L.E.T.S. transportation services.

This plan has been developed with interaction and input from L.E.T.S. staff, elected officials and community leaders, and the general public. The following discussion outlines the plan's recommendations, anticipated costs, and an implementation time frame.

### 6.2 Six-Year Plan Activities

The proposed L.E.T.S. Six-Year Plan consists of three types of activities. These are capital related purchases, transportation service improvements or additions, and organizational activities. Table 6-1 provides a summary of all of the Six-Year Plan activities. The C, T, or O preceding the number associated with each activity denotes the category in which it falls, Capital, Transportation or Operations. The following is a description of each planning activity. Table 6-2 summarizes the costs associated with these programs.

**Table 6-1**  
**L.E.T.S. Six-Year Plan: 2007-2012**

Activity	2007	2008	2009	2010	2011	2012	Operating and Cost Considerations	Benefits
C1 – Existing Vehicle Replacement Schedule	3	4					New vehicles necessary to maintain existing fleet size and establish a 20 percent spare ratio.	Preservation of existing service level.
C2 – Vehicle Acquisition to Maintain Existing Service			1			1	\$150,000 capital cost per vehicle funded through state and federal programs.	These vehicles would help maintain existing service levels while accommodating increased demand due to population growth.
C3 – East Side Facility / Garage	Select site (ideal location would be Grand River and US-23) or M-59/US-23.	Plan operations and staffing.	Begin operations.				Would require one additional staff member, a combined supervisor/ dispatcher. Estimated annual wages and benefits of \$58,000 and \$1,000,000 for the facility.	More responsive service and shorter trip lengths.
C4 – Technology Enhancement (Computer-based scheduling, AVL, Invoicing)	Implement new scheduling software.		Possible addition of features such as AVL.				Funding is secured. Lease to purchase arrangement of \$350/month for 5 years.	Increased efficiency.
T1 – On site maintenance person	Hire full-time person to deal with routine repairs (could be shared position with other department).						Annual wages and benefits of \$65,000.	Reduce the number and duration of out-of-service vehicles.
T2 – Grand River Route	Coordinate with businesses, establish stops, secure funding.	Start pilot program Summer; establish performance measures.	Six months after start of pilot, adjust routing as necessary.	Early 2010; evaluate program and determine if it should be continued.			2 vehicles, 8 am to 8 pm weekday; 8 am to 4 pm Saturday (provide DR after 4 until end of work)	Pulls trips from DR; reduces system cost; provide basis for future service when area grows.
T3 – Neighborhood, school, downtown, park circulator		Initiate planning.	Secure funding.	Start Pilot Route.		Start a second route.	1 vehicle in 2010 and 1 vehicle in 2012 would require an additional 1.5 employees.	Would provide transportation for after-school and other social/recreational trips.
T4 – Regional Connections	Explore connections with county-wide AATA service. Explore coordination opportunities with Flint MTA.	Explore coordination with potential Indian Trails service.	Enhance Flint/MTA Connection; Establish CATA/Lansing connection.				Cost would be dependent on type of connections established.	Increased opportunity for out-of-county trips.
O1 – Community and Business Outreach	Continue community outreach and begin a program of business outreach.						As outreach program expands, an additional staff member could be required.	Increased L.E.T.S. awareness and potential funding sources.
O2 – Examination of Organizational Alternatives		Explore and research organizational alternatives.	Make decision.					An organizational structure conducive to future improvements and needs.

**Table 6-2**  
**Six-Year Plan Cost Analysis**

[illegible]

## Capital Projects

### C1- Existing Vehicle Replacement Schedule

This vehicle replacement schedule will replace older vehicles in the fleet and also allow for a 20 percent spare ratio as allowed by MDOT. L.E.T.S. is anticipating the delivery of three new vehicles in 2007. These three vehicles will allow L.E.T.S. to incorporate spare vehicles into the fleet. L.E.T.S. currently operates without spare vehicles and must borrow vehicles from other agencies as vehicles are down for repair. Table 6-3 summarizes the vehicle replacement program.

**Table 6-3**  
**C1 – Vehicle Replacement Program**

Project		Comments
		Vehicle replacement to allow for a 20% spare ratio and replace aging vehicles.
Timing	2007	This would be an ongoing process with new vehicles every few years. The current vehicle replacement program calls for 3 vehicles in 2007 and an addition 4 vehicles in 2008.
Ridership	--	Would not affect ridership levels given that the majority of the vehicles would be used to create a pool of spare vehicles.
Revenue Hours	--	Would not significantly impact revenue hours given that the majority of the vehicles would be used to create a pool of spare vehicles.
Additional Employees	--	Vehicle replacement is intended to maintain a 20% spare ratio and replace aging vehicles. Thus, no additional employees would be required.
Operating Costs	--	Operating costs would not increase.
Operating Revenue Sources		No additional operating costs would be incurred nor would any operating revenues be generated.
Federal	--	
State	--	
Fares, Contracts, Local	--	
Capital Costs		
Vehicles	\$ 450,000	Purchase of 3 new vehicles in 2007 at \$150,000 per vehicle. It is assumed that the vehicles in 2008 will cost approximately \$600,000.
Facilities	--	No additional facilities would be required.
Capital Funding sources		
Federal	\$ 360,000	Assumes 80% federal funding.
State	\$ 90,000	Assumes 20% state funding.
Local	--	No local funding would be required.

In 2008, L.E.T.S. is anticipating delivery of an additional four vehicles. These vehicles will be used to replace aging vehicles in the L.E.T.S. fleet. Thus, all vehicles received in 2007 and 2008 will go toward maintaining the existing fleet and level of services, rather than providing additional services.

### C2 – Vehicle Acquisition to Maintain Existing Service

Population forecasts from SEMCOG show Livingston County population increasing through 2030. As with national trends, the Livingston County population will be comprised of an increasing percentage of senior citizens. Thus, by 2030, the Livingston County population is expected to

increase by 80 percent, or 125,000 people, over the population tabulated in the 2000 Census. In 2000, 8 percent of the County population was 65 or older and in 2030 it is forecast that 15 percent of the County population will be 65 or older. It is important to note that in fiscal year 2005, 60 percent of the total L.E.T.S. ridership was comprised of senior citizens. Thus, with the increasing population and the increasing senior population, it is assumed that the demand for L.E.T.S. service will continue to increase.

With this increasing population in mind, and the goal of maintaining the existing level of L.E.T.S. services in the County, it is assumed that L.E.T.S. will need additional vehicles. It is anticipated that L.E.T.S. will need an additional vehicle in 2009 and 2012 to handle increased demand associated with increases in forecasted County population. Table 6-4 summarizes vehicle acquisition related to maintaining existing service levels.

**Table 6-4**  
**C2-Vehicles to Meet Projected Needs**

Project		Comments
Timing		Purchase vehicles to meet increasing demand.
	2009	In 2009, one new vehicle would be purchased. An additional vehicle would also be purchased in 2010 and 2012.
Ridership	--	Would accommodate projected increased demand for service.
Revenue Hours	--	Would increase with the projected increase for service.
Additional Employees	1.5	Additional vehicle would require additional drivers.
Operating Costs	\$ 65,000	Annual operating cost of one vehicle. Estimated 2005 variable costs divided by 17 vehicles.
Operating Revenue Sources		
Federal	\$ 31,200	Assumes 48% federal funding.
State	\$ 24,050	Assumes 37% state funding.
Fares, Contracts, Local	\$ 9,750	Assumes 15% other funding from fares, contracts, etc.
Capital Costs		
Vehicles	\$150,000	Purchase of 1 new vehicle. Additional vehicles would be purchased in 2010 and 2012 at a cost of approximately \$150,000 each.
Facilities	--	No additional facilities would be required.
Capital Funding sources		
Federal	\$120,000	Assumes 80% federal funding.
State	\$ 30,000	Assumes 20% state funding.
Local	--	No local funding would be required.

#### **C5 – East Side Facility/Garage**

Currently all L.E.T.S. vehicles are housed and dispatched from the L.E.T.S. facility in Howell. Although this location is centrally located in the County, it is not at the center of the County's population. In an effort to make L.E.T.S. more responsive and reduce trip lengths, it is proposed that a facility be developed on the east side of the County. A portion of the L.E.T.S. fleet could be housed and dispatched from this location. This would essentially reduce the travel distance required to pick up people at residential locations in the east portion of the County.



Ideally, this facility would be located somewhere adjacent to or along Grand River or near the intersection of M-59 and US-23. At least one additional staff member would be needed at the facility. This person would cover supervisory and dispatching functions at the location.

It is estimated that this facility would cost approximately \$1,000,000 to construct and outfit with the appropriate equipment. Table 6-5 summarizes this activity and the associated costs and funding.

**Table 6-5**  
**East County Facility/Garage**

Project		Comments
Construct a Dispatching/Garage Facility in the East portion of the county		
Timing	2009	Site selection would take place in 2007, with planning and staffing to commence in 2008. Actual operations would begin in 2009.
Ridership	--	Would not create a substantial increase in ridership but would allow L.E.T.S. to accommodate the natural growth in ridership due to population increase.
Revenue Hours	--	Would decrease revenue hours per trip by decreasing the distance from the garage to the pick-up point.
Additional Employees	1	A combined supervisor/dispatcher.
Operating Costs	\$ 58,240	Wages and benefits for supervisor/dispatcher
Operating Revenue Sources		
Federal	\$ 27,955	Assumes 48% federal funding.
State	\$ 21,549	Assumes 37% state funding.
Fares, Contracts, Local	\$ 8,736	Assumes 15% other funding from fares, contracts, etc.
Capital Costs		
Vehicles	--	
Facilities	\$1,000,000	Estimated cost of a garage with some office space.
Capital Funding sources		
Federal	\$800,000	Assumes 80% federal funding.
State	\$200,000	Assumes 20% state funding.
Local	--	

#### C4 – Technology Enhancement

Technology enhancements are critical to transit systems in that they can often allow the system to increase their productivity and levels of service without significantly increasing capital or operating budgets. L.E.T.S. is no different than other systems in that there are areas where they can increase efficiency. One such area is scheduling and dispatching. L.E.T.S. currently has scheduling software, but the task of scheduling still requires a great deal of manual input. With new scheduling software, L.E.T.S. could more efficiently schedule riders and perhaps allow them a little more flexibility in their trip and timing options.

L.E.T.S. has researched computerized scheduling packages and has selected a vendor. This will allow L.E.T.S. to implement the new scheduling software in 2007. It is anticipated that L.E.T.S. will enter into a lease to purchase arrangement allowing them to pay a \$350 monthly lease payment and then own the software in five years. This software will also allow for the tracking of billing information, making the monthly billing of contract services less time consuming.

It is also assumed that the L.E.T.S. scheduling software can be upgraded to eventually allow for automatic vehicle locating (AVL) capabilities which would further increase productivity and add additional flexibility in scheduling. The use of AVL would also include the need for vehicle related AVL equipment. Table 6-6 summarizes the technology enhancement activities.

**Table 6-6**  
**C4 – Technology Enhancement**

Project		Comments
		Acquire new computer scheduling package with AVL and enhanced billing capabilities.
Timing	2007	Scheduling software has been selected and the procurement process has begun. Additional features such as AVL capabilities will be considered in the future.
Ridership	--	Would not create a substantial increase in ridership, but would allow L.E.T.S. to accommodate the natural growth in ridership due to population increase.
Revenue Hours	--	
Additional Employees	--	No additional employees would be required.
Operating Costs	--	
Operating Revenue Sources		No additional operating revenue would be required
Federal	--	
State	--	
Fares, Contracts, Local	--	
Capital Costs	\$ 21,000	Approximately \$350 per month for five years on a lease to own contract.
Vehicles	--	
Facilities	--	
Capital Funding sources		
Federal	\$ 16,800	Assumes 80% federal funding.
State	\$ 4,200	Assumes 20% state funding.
Local	--	No local funding would be required.

## Transportation Projects

### T1 – On-Site Maintenance Person

L.E.T.S. currently contracts out all vehicle maintenance activities. Given this arrangement, it is sometimes difficult to put vehicles back into service even if they only require minor maintenance. An on-site maintenance technician is proposed for 2007. It is assumed that this position could be created and filled immediately. The creation of this position would not mean an end to maintenance contracts with local vendors. The on-site maintenance technician would provide routine maintenance and also minor repairs. Complex maintenance and repairs would still be contracted. It is assumed that the on-site maintenance technician would require salary and benefits of approximately \$65,000 annually. It is also assumed that any necessary tools or equipment would be available through the County. Table 6-7 summarizes the costs and funding associated with this activity.

**Table 6-7**  
**T1 – On Site Maintenance Person**

Project		Comments
		Add an on-site maintenance technician.
Timing	2007	This position would be created and filled as soon as possible.
Ridership	--	No changes in ridership are anticipated.
Revenue Hours	--	No changes in revenue hours are anticipated.
Additional Employees	1	One additional employee would be required.
Operating Costs	\$ 65,000	Annual salary plus benefits
Operating Revenue Sources		
Federal	\$ 31,200	Assumes 48% federal funding.
State	\$ 24,050	Assumes 37% state funding.
Fares, Contracts, Local	\$ 9,750	Assumes 15% other funding from fares, contracts, etc.
Capital Costs		No additional capital costs would be incurred.
Vehicles	--	
Facilities	--	
Capital Funding sources		Capital funding would not be required.
Federal	--	
State	--	
Local	--	

## **T2 – Grand River Route**

This proposed activity would provide a deviated route along Grand River running between Howell and Brighton. It is assumed that the route end points would be the L.E.T.S. offices in Howell and the Green Oak Village Place shopping center located just south of Brighton. This route would have designated stops along Grand River, but would also deviate off of Grand River to pick up passengers as the schedule permits. It is assumed that the route would generate approximately five passengers per hour, resulting in approximately 24,000 trips per year. It is anticipated that the route would eliminate some of the current demand response trips and thus, 24,000 new trips would not be generated. Some would be reallocated from the more expensive demand response service, perhaps reducing the L.E.T.S. cost per trip.

The route, as currently proposed, would operate on weekdays from 8:00 AM through 8:00 PM and on Saturdays from 8:00 AM until 4:00 PM. It would require an additional two vehicles and two drivers. There would also be capital requirements associated with signage at stops. Table 6-8 details the costs and funding requirements associated with the proposed route.

It is proposed that the planning for this route begin in 2007 with a pilot service established in the summer of 2008. It will be important to evaluate the route's performance after at least six months of operation to determine if the service should be continued.

**Table 6-8**  
**T2 – Grand River Route**

Project		Comments
		Provide deviated route on Grand River between Brighton and Howell.
Timing	2008	Planning would start in 2007 with operations commencing in 2008
Ridership	24,160	Assumes 4 riders per hour. Riders per hour for 2005 was 2.5.
Revenue Hours	6,040	Assuming operating hours of 8 AM - 8 PM on weekdays and 8 AM - 4 PM on Saturday.
Additional Employees	2	
Operating Costs (annual)	\$ 315,683	Assumes L.E.T.S. 2005 operating cost of \$52.27 per hour.
Operating Revenue Sources		
Federal	\$ 152,589	Assumes 48% federal funding.
State	\$ 117,280	Assumes 37% state funding.
Fares, Contracts, Local	\$ 45,814	Assumes 15% other funding from fares, contracts, etc.
Capital Costs		
Vehicles	\$ 300,000	2 additional vehicles at \$150,000 per vehicle.
Facilities	\$ 20,000	Signage and other stop amenities.
Capital Funding sources		
Federal	\$ 256,000	Assumes 80% federal funding.
State	\$ 64,000	Assumes 20% state funding.
Local	--	No local funding would be required.

### **T3 – Neighborhood, School, Downtown and Park Circulators**

Table 6-9 summarizes the operating characteristics of a proposed neighborhood, school, downtown and park circulator service. It is proposed that this service be rolled out as a pilot project and continued if demand exists. The service would consist of one vehicle circulating through neighborhoods connecting residences, schools, downtown shopping and parks. It is envisioned that this service be started in either Howell or Brighton.

It is estimated that one circulator would provide approximately 11,000 trips annually. These would not necessarily be new trips, but perhaps this service would eliminate the need for some of the existing demand response service. It would also help provide after-school transportation to activities and events for area students.

The service would operate approximately 12 hours per day with one vehicle. It would require an additional vehicle and the addition of one full-time and one part-time position for drivers. An additional vehicle and staff members would need to be added if additional community circulators were added.

**Table 6-9**  
**T3 – Neighborhood, School, Downtown, Park Circulators**

Project		Comments
		Provide neighborhood, downtown and park circulators
Timing	2010	Start one circulator in 2010 and then another in 2012.
Ridership	10,668	Assumes 3.5 riders per hour. Riders per hour for 2005 was 2.5.
Revenue Hours	3,048	One vehicle operating Monday through Friday, 12 hours per day. This is for one circulator.
Additional Employees	1.5	Additional drivers would be required.
Operating Costs (annual)	\$ 159,305	Assumes L.E.T.S. 2005 operating cost of \$52.27 per hour.
Operating Revenue Sources		
Federal	\$ 76,466	Assumes 48% federal funding.
State	\$ 58,943	Assumes 37% state funding.
Fares, Contracts, Local	\$ 23,896	Assumes 15% other funding from fares, contracts, etc.
Capital Costs		
Vehicles	\$ 150,000	Assumes 1 vehicle at \$150,000 for the 2010 service.
Facilities	--	No additional facilities would be required.
Capital Funding sources		
Federal	\$ 120,000	Assumes 80% federal funding.
State	\$ 30,000	Assumes 20% state funding.
Local	--	No local funding would be required.

#### **T4 – Regional Connections**

Currently, L.E.T.S. provides service only within Livingston County with the exception of medical trips. Regional connections to services in adjacent counties would improve the mobility opportunities of Livingston County resident (Table 6-10).

In 2007, L.E.T.S. should explore coordination opportunities with the Ann Arbor Transportation Authority (AATA). AATA plans to implement countywide demand response service in 2007. There could be an opportunity for L.E.T.S. and AATA vehicles to meet at a location near the county line and transfer passengers. Another promising opportunity exists with the Flint Metropolitan Transit Authority (MTA). The Flint MTA currently operates a service out of Genesee County that travels into Livingston County along US-23. Opportunities to coordinate with this service should be explored. The construction of an east side facility or garage as proposed in C3, would aid in this effort.

Indian Trails has indicated that they may consider a route between Flint and Ann Arbor in 2008. L.E.T.S. should explore coordination options with this service. While the service in Ingham County provided by the Capital Area Transportation Authority (CATA), does not currently provide service that can easily be coordinated with, future coordination opportunities should be explored.

**Table 6-10**  
**T4 – Regional Connections**

Project		Comments
		Provide regional Connections to AATA, Indian Trails, and Flint MTA.
Timing	2007	Beginning in 2007 explore coordination options with the new AATA countywide services. Also in 2007 coordinate with Flint MTA service that comes into Livingston County. In 2008 explore possible linkages to planned Indian Trails service between Flint and Ann Arbor.
Ridership	--	Details on ridership and hours will be determined when specific services or coordination activities are determined. Employee needs, operating costs and funding will also be determined at that time.
Revenue Hours	--	
Additional Employees	--	
Operating Costs (annual)	--	
Operating Revenue Sources		
Federal	--	
State	--	
Fares, Contracts, Local	--	
Capital Costs		
Vehicles	--	
Facilities	--	
Capital Funding sources		
Federal	--	
State	--	
Local	--	

## Operations Projects

### 01 – Community and Business Outreach

L.E.T.S. currently provides some community outreach. L.E.T.S. provides contract services to a number of County organizations and also provides service during the Balloon Fest and Brighton Art Festival Weekend. In addition, L.E.T.S. participates in activities such as the Stuff-the-Bus event during the Christmas holiday. L.E.T.S. should continue to do community outreach activities and promote L.E.T.S. services. It is important the every resident of the County be aware that L.E.T.S. exists and provides public transportation services open to all residents.

L.E.T.S. should also have a business outreach program. This program would let the businesses in the County know what a valuable service L.E.T.S. provides to their customers and their employees. It would also help facilitate the location of stops for the proposed route along Grand River. In addition, outreach to businesses could lead to private sector funding opportunities for L.E.T.S.

It is proposed that outreach activities be conducted in 2007 and throughout the six-year plan. Initially, it is assumed that no additional staff will be needed. A budget of \$7,500 is proposed for 2007. This amount will probably increase slightly each year. For the first year, this funding will go toward promotional materials and events such as business outreach breakfasts or luncheons. Table 6-11 summarizes the community and business outreach activities. These activities will also change with any new services that L.E.T.S. might offer in the future.

**Table 6-11**  
**01 – Community and Business Outreach**

Project		Comments
		Continue to promote L.E.T.S. services to the community and develop relationships with local businesses.
Timing	2007	Outreach activities will begin or be continued in 2007.
Ridership	--	Depending on outreach activities, ridership could increase with awareness in the system. Accurate estimates are not currently available and would be highly dependent on the specific activities undertaken.
Revenue Hours	--	It is not anticipated that revenue hours will change.
Additional Employees		No additional employees are initially anticipated. With growth in L.E.T.S. services and the Livingston County population, a community liaison may be needed in the future.
Operating Costs (annual)	\$ 7,500	Estimated annual cost of community and business outreach activities.
Operating Revenue Sources		Impacts to revenue and funding sources, if any, would be dependent of the type of outreach activities conducted.
Federal	--	
State	--	
Fares, Contracts, Local	--	
Capital Costs		
Vehicles	--	
Facilities	--	
Capital Funding sources	--	
Federal	--	
State	--	
Local	--	

## 02 – Examine Organizational Alternatives

L.E.T.S. currently operates as a department of Livingston County. There is the possibility that some other form of organizational alternative exists that would help L.E.T.S. better achieve its goals in the future. One such organizational alternative would be to establish an authority. This would give L.E.T.S. its own board of directors and also provide it with the opportunity to raise funds through a property tax millage. Table 6-12 summarizes this activity. It assumed that this activity would not require any additional staff. The cost of this activity is estimated at \$10,000 annually for legal consulting, audit and organizational oversight.

**Table 6-12**  
**02 – Examine Organizational Alternatives**

Project		Comments
		Examine organizational structure alternatives for the provision of transit service in Livingston County.
Timing	2008	In 2008 L.E.T.S. will explore various organizational alternatives with a decision on an appropriate organizational structure to be made in 2009.
Ridership	--	No changes in ridership are anticipated.
Revenue Hours	--	No changes in revenue hours are anticipated.
Additional Employees	--	No additional employees will be required. Analysis will be done with a contracted attorney or consultant.
Operating Costs (annual)	\$10,000	Fees and expenses associated with studying organizational alternatives.
Operating Revenue Sources		Impacts to revenue and funding sources, if any, will be determined upon the selection of an appropriate organizational structure.
Federal	--	
State	--	
Fares, Contracts, Local	--	
Capital Costs		
Vehicles	--	
Facilities	--	
Capital Funding sources		
Federal	--	
State	--	
Local	--	

### 6.3 Implementation and Next Steps

The implementation timeline as suggested in Table 6-1 should serve as a guideline for planning activities, particularly as they relate to vehicle acquisition, facility development, and employee recruitment. The plan as configured is considered to be conservative, yet with sufficient ambition to ensure that as Livingston County grows and urbanizes, the County's public transportation resource is in place to meet the needs of the future.



# Appendix A

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## Minutes from Public Input Meetings

August 16, 2006

FOCUS GROUP MEETING WITH LIVINGSTON COUNTY ADMINISTRATORS  
CONCERNING LIVINGSTON COUNTY ESSENTIAL TRANSPORTATION

Members in Attendance: Dana Foster, Brighton City Manager; Shea Charles, Howell City Manager; Joe Merucci, Fowlerville Village Manager; David Murphy, Brighton Township Manager; Mike Archinal, Genoa Township Manager; Randy Altimus, Hartland Township Manager; Merry Bering, Howell Township Manager

1. General discussion about L.E.T.S. and its services and how L.E.T.S. is perceived within their jurisdictions:

Generally, very little was known about L.E.T.S. or the services provided. It was described as a “best kept secret.” There was minimal understanding on the services provided, other than that it served seniors in Brighton and Howell and provided services to the Howell Recreation Program. In fact, several administrators had no knowledge of the services provided and a couple of them were not aware that there was public transportation in the County.

2. Perception of the level of need for L.E.T.S.:

Very little input other than a possible need for a growing population of people with disabilities who need to get to their places of employment and for seniors.

3. Will needs increase in the future:

Possibly as the population ages. Although the sentiment of the group seemed to be that the area continues to attract affluent and younger families who probably would not or would not need to utilize L.E.T.S.. Exception may be in Howell and Brighton Cities and their immediate proximity.

4. Future needs:

Gasoline at \$4.00 per gallon could provide an increase in need, but other than that the feelings were that the system would see little growth in ridership. The majority of individuals work outside the county and utilizing L.E.T.S. to get to and from work did not appear to be an option unless they could connect to some kind of high-speed transportation into the metro area.

5. Connections or service to out-county:

Little response to this idea.

6. What kind of constituent support for financial assistance did they think might be possible:

The unanimous opinion was that this was a County issue. No one thought that their budgets would allow them to contribute from their general funds. They brought up the failure of the Park/Recreation millage that failed as an example of Livingston County Taxpayers not wanting to see tax increases. The voters are very conservative, live in the County on larger lots and have not demanded the kind of services that are more traditional to urban areas.

Final Thoughts:

It is my opinion that the lack of knowledge by these administrators indicates that L.E.T.S. needs to do a better job of informing local officials and the public of what services L.E.T.S. provides to Livingston County. If this disconnect is typical, then I would expect that L.E.T.S. would have a difficult time obtaining local funding or getting a millage passed. The majority of Livingston County voters are not anticipated to be L.E.T.S. riders and therefore not interested in this issue. Therefore, these county residents need to be made aware of the needs of those individuals who are dependent upon L.E.T.S. for transportation and garner their support as good citizens. While focus groups of L.E.T.S. riders and agency personnel will give you a positive read on the service and what is needed from their standpoint, a focus group of non system users will give you a better reflection of the community standpoint.

Senior Needs Assessment  
Transportation Workgroup  
November 8, 2006

MEETING NOTES

Attendance: Mark Swanson, Anthony DiCola, Veronica Norkiewicz, Mary McFelt, Gerry Briggs, Shawn Lindberg, Kathryn Holcomb, Dave Links, Allison Townsend, Katrina Maxwell, Joe Whitney, Alice Andrews, Andrea Stepien, Jamie James, Doug Anderson, Mary LePiors (co-chair)  
Emily Ladd, Staff

Overview of Senior Needs Assessment

Five workgroups will meet monthly until August 2007. The groups will examine data related to the county and their topic, develop strategies, assess capacity, and make recommendations. A report will be submitted to the County Commissioners in Summer 2007.

The chairperson's role is to work with the coordinator to create an agenda, keep the group focused on the task, and to chair the meetings.

Anthony (Tony) DiCola volunteered to be co-chairperson with Mary LePiors for the Transportation workgroup.

Senior Transportation Strengths and Weaknesses

**Private Transportation**

- County is automobile oriented
- There are limited sidewalks and shoulders on the roads (wide enough to walk on)
- The new bike path ends in a ravine (with no fence)
- There are no/limited signals (crosswalks) at busy roads
- + There is a tunnel (or proposed) under M36 to accommodate pedestrians/bikers
- + M59 to Latson Road is a positive proposal
- Seniors are willing to drive "safe distances," on slower roads or more familiar territory
- The timing on the crosswalks is too fast-hard to get across the road
- Crosswalks that have countdown signals, or auditory warnings would be helpful
- Accident rates for drivers 75+ approach the rates of drivers who are 16-20 yrs old
- Tailgating is a problem (people are impatient with those who do the speed limit)
- Cabs & private drivers can be cost prohibitive
- Neighbors/children are not always available to drive
- Do people live within close proximity to services?
- Where do the churches and volunteers fit in with the transportation issue?
- New Hartland Senior Housing will have a walkway
- Rush hour (3:30 pm+ and early am) are very stressful times to drive
- I-96 has limited exists for Howell so many people drive on Grand River
- Brighton Cab Co costs \$85 to get to the airport
- Rural Roads are typically 55 mph, but some people are not used to that or want to walk along the road and are uncomfortable
- Limited sidewalks or safe shoulders on rural roads

- Night driving is difficult-especially seeing lanes
- Lighting on roads is very limited
- New traffic patterns are hard to get used to (especially the traffic circles)
- Most downtown parking is parallel parking and may be a barrier for drivers
- There are limited “cut outs” for wheelchairs to access the sidewalk or for the bus to drop people off

### **Public Transportation**

- Riders have difficulty getting groceries/packages from the bus into the home
- Nighttime and weekend transportation is limited
- Some of the vehicles are difficult to board
- Transportation for events can be difficult to find
- A fixed route within City Limits could be helpful, but how do people get from home to the bus stop? There needs to be a place to stop the bus w/ a shelter and places to park
- Transportation across the county border is needed-developing relationships with public transportation in other communities. There needs to be a physical location to exchange passengers
- If you live in outlying areas (not the Fowlerville-Brighton route), service ends after 2pm
- + Transportation available until 9 pm if you live within the “corridor”
- Riders need assistance from inside the house and then into the bus (and back into the house at the end of the ride) L.E.T.S. cannot provide this service (Federal restrictions)
- + Senior Centers that provide transportation have been easy to call, and a comfortable ride. They have also been helpful for specific event transportation
- Weekend and church transportation is needed-where does the local community fit in here?
- + L.E.T.S. provides rides to medical appointments outside the county for \$10/ride

### Corradino Group Presentation and Discussion

L.E.T.S. contracted with the Corradino group to conduct a transportation feasibility study in Livingston County. A random sample of 3500 Households was sent and 539 surveys have been returned; more information will be available from those surveys in the future.

83% of L.E.T.S. riders are seniors and/or people with disabilities. The group is examining several options to help grow the public transportation system and to meet the needs of local residents.

The Corradino Group is seeking input on the strengths and needs in Livingston County

### Follow Up

Our next meeting is December 13, 2006 at 10:00 am. We will meet at L.E.T.S.

# Appendix B

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## Survey Letter and Form

Dear Livingston County Resident:

Livingston County is experiencing significant growth. As you know, our villages, cities, and countryside have more people and with them come more traffic. In many communities, public transportation provides a valued resource to all residents to get to where they need and want to go.

Public transportation is provided in Livingston County by L.E.T.S. -- Livingston Essential Transportation Service. L.E.T.S. and the Arc of Livingston are currently conducting a Countywide Public Transportation Study. An important part of the study is this survey. It will help us assess the needs of public transportation in Livingston County, and also the best way to improve the currently provided service to meet the existing and future needs of County residents. Please take a few minutes to help us by filling out the enclosed brief survey and returning it. The return postage is pre-paid. Please complete and return your questionnaire within the next two weeks, so that we may include your input in our analysis.

If you would like more information on L.E.T.S., or to find out how to schedule a ride, you can call 517-546-6600 and a L.E.T.S. dispatcher will be happy to explain how the system operates. You can also find information on L.E.T.S. online at [www.co.livingston.mi.us/lets](http://www.co.livingston.mi.us/lets).

On behalf of both L.E.T.S. and the Arc of Livingston, I thank you for your participation.

David Links, Director  
L.E.T.S.  
3950 W. Grand River Ave.  
Howell, MI 48855  
517-546-6600

# Countywide Public Transportation Improvement Study

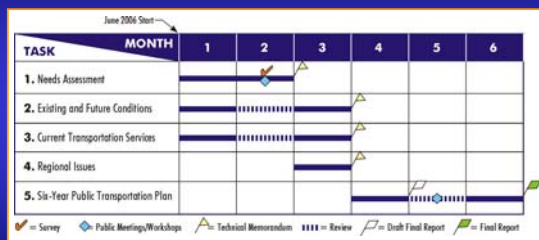
## Existing and Future Conditions Current Transportation Services

Prepared for:  
Livingston County, Michigan

Presented by:  
The Corradino Group of Michigan, Inc.



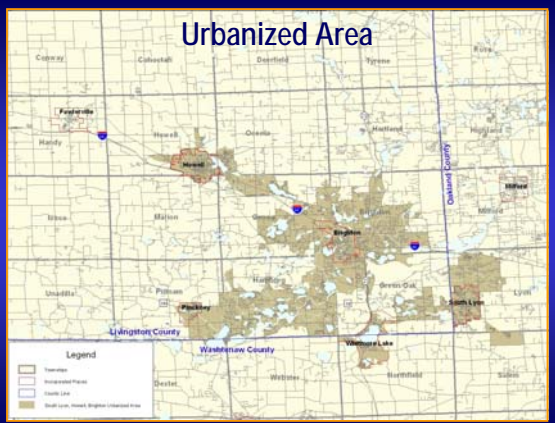
## Project Schedule



## Study Area



## Urbanized Area



## Population

	1990	2000	Change 1990-2000	July 2006 Estimate	2030 Forecast	Est. Change 2006-2030
City of Brighton	5,686	6,701	17.9%	7,297	7,365	0.9%
Brighton Township	14,815	17,673	19.3%	18,909	24,409	29.1%
Cohoctah Township	2,693	3,394	26.0%	3,645	5,317	45.9%
Conway Township	1,818	2,732	50.3%	3,440	6,585	91.4%
Deerfield Township	3,000	4,087	36.2%	4,356	6,915	58.7%
Village of Fowlerville	2,648	2,972	12.2%	3,166	3,732	17.9%
Genoa Township	10,820	15,901	47.0%	20,169	29,083	44.2%
Green Oak Township	11,604	15,618	34.6%	18,159	34,104	87.8%
Hamburg Township	13,083	20,627	57.7%	23,214	36,331	56.5%
Hardy Township	2,840	4,032	42.0%	5,135	8,448	64.5%
Hartland Township	6,860	10,996	60.3%	14,576	19,734	35.4%
City of Howell	8,147	9,232	13.3%	9,920	10,965	10.5%
Howell Township	4,294	5,679	32.3%	6,653	13,484	102.7%
Isco Township	1,567	3,039	93.9%	4,090	8,723	113.3%
Marion Township	4,918	6,757	37.4%	9,172	13,969	52.3%
Ocoila Township	4,866	8,362	71.8%	11,947	17,855	49.5%
Village of Pickney	1,603	2,141	33.6%	2,411	2,792	15.8%
Putnam Township	4,580	5,359	17.0%	5,954	8,403	41.1%
Tyrone Township	6,854	8,459	23.4%	10,466	19,732	88.5%
Unadilla Township	2,949	3,190	8.2%	3,391	4,606	35.8%
Total Livingston County	115,645	156,951	35.7%	186,070	282,552	51.9%

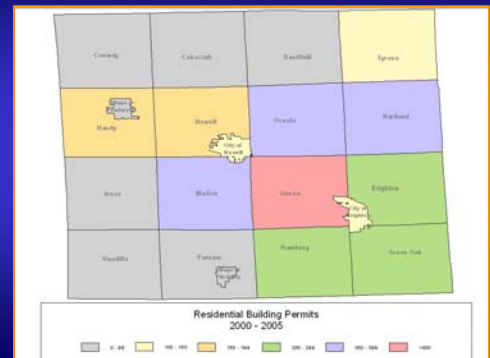
Source: SEMCOG & U.S. Census Bureau



## Hot Off the Press – LSJ, 10/17/06

- October 17, 2006 – 300,000,000 Americans
- Pop 65+ (19 million **in 1967**, 36.8 million **today**)
- Household Size (3.3 persons, 2.6 persons)
- **Motor Vehicle Registrations (98.9 million, 237.2 million)**
- World Population (3.5 billion, 6.5 billion)

## Residential Growth



## Population by Age

	1990		2000		2030 Forecast	
	Number	Percent	Number	Percent	Number	Percent
Age 0-4	8,711	7.53	11,305	7.20	18,597	6.58
Age 5-17	24,421	21.12	33,820	21.55	52,392	18.54
Age 18-34	29,178	25.23	29,947	19.08	51,500	18.23
Age 35-64	43,861	37.93	68,842	43.86	117,238	41.49
Age 65+	9,474	8.19	13,037	8.31	42,825	15.16
Total County Population	115,645	100.00	156,951	100.00	282,552	100.00

Source: SEMCOG & U.S. Census Bureau

## Household Income

	1990		2000	
	Number	Percent	Number	Percent
Less than \$10,000	2,308	5.94	1,564	2.82
\$10,000 to \$14,999	1,666	4.28	1,514	2.73
\$15,000 to \$24,999	4,453	11.45	3,394	6.13
\$25,000 to \$34,999	5,167	13.29	4,483	8.09
\$35,000 to \$49,999	8,243	21.20	7,263	13.11
\$50,000 to \$74,999	10,401	26.75	12,925	23.34
\$75,000 to \$99,999	4,224	10.86	10,083	18.21
\$100,000 to \$149,999	1,770	4.55	9,838	17.76
\$150,000 or more	668	1.72	4,267	7.70
Total Households	38,887	100.00	55,384	100.00

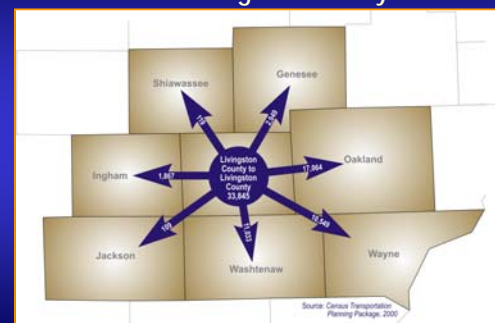
Source: SEMCOG & U.S. Census Bureau

## Vehicles Available by Household

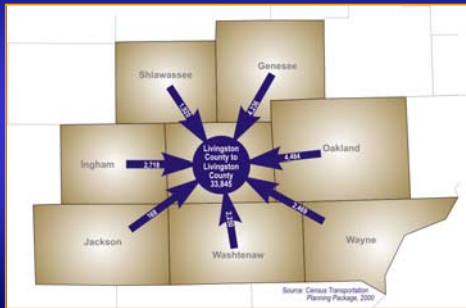
	1990		2000	
	Number	Percent	Number	Percent
None	1,032	2.65	1,611	2.91
One	8,357	21.49	11,594	20.93
Two	17,749	45.64	26,830	48.44
Three or More	11,749	30.21	15,349	27.71
Total Households	38,887	100.00	55,384	100.00

Source: SEMCOG & U.S. Census Bureau

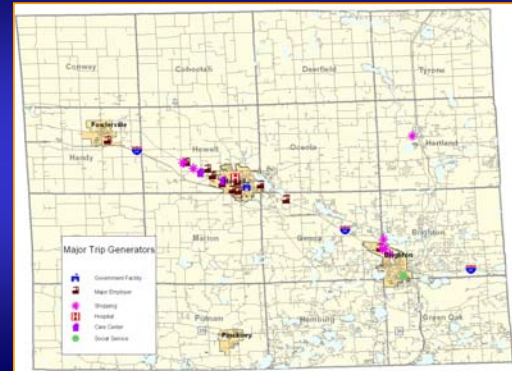
## Weekday Work Trips from Livingston County



## Weekday Work Trips to Livingston County



## Major Trip Generators



## Passengers

Type	2001	2002	2003	2004	2005
Regular	NA	NA	22,030	7,698	12,288
Seniors	NA	NA	5,974	7,171	7,479
Disabled	NA	NA	12,579	14,995	16,653
Seniors with Disability	NA	NA	11,463	33,202	36,122
Total Passengers	0	0	52,046	63,066	72,542

Source: MDOT Reconciliation Reports

NOTE: Breakdown of ridership by type is unavailable for 2001 and 2002

## Who Really Uses LETS

- 17% general public, 83% seniors and/or people with disabilities
- 2,000 individuals (rolling six week average)
- 1,200 individuals in any one week

## Hours, Miles, Vehicles, Fuel & Staff

	2001	2002	2003	2004	2005
Vehicle Hours	18,868	19,312	18,786	25,228	29,334
Vehicle Miles	385,132	395,177	399,178	524,975	450,018
Vehicles	12	13	13	16	17
Fuel Consumed (Gallons)	39,708	43,936	45,186	53,196	57,415
Employees					
Full-Time	9	9	11	24	24
Part-Time	4	4	4	17	17

Source: MDOT Reconciliation Reports

## Revenues

Source	2001	2002	2003	2004	2005
<b>Fares</b>					
Passenger Fares	\$65,272	\$53,182	\$51,915	\$63,498	\$71,098
Contract Fares	85,950	78,056	78,501	98,525	144,643
<b>Non-Transportation Revenues</b>					
Building Rental	73,548	73,458	73,548	73,848	73,848
Fuel Sales	4,773	9,300	14,814	19,494	40,288
Capital Gains		7,100	300		
<b>Operating Assistance</b>					
Local	208,248	225,267	113,334	--	--
State	391,738	374,142	452,452	631,753	552,277
Federal*	94,374	90,623	516,495	737,752	718,549
RTAP	3,500	1,732	1,931		
Contributed Services (County)	47,932	91,228	63,988	63,612	86,391
<b>Total</b>	<b>\$975,335</b>	<b>\$1,004,088</b>	<b>\$1,367,278</b>	<b>\$1,688,482</b>	<b>\$1,687,094</b>

Source: MDOT Reconciliation Reports

\*Federal operating assistance was in the form of 5311 funds in 2001 and 2002 and 5307 from 2003 through 2005.

## Operating Expenses

Source	2001	2002	2003	2004	2005
<b>Labor</b>					
Operators	\$342,497	\$340,229	\$357,299	\$537,920	\$434,894
Dispatchers	39,662	61,082	62,541	76,578	52,653
Other	82,742	88,278	124,358	105,538	88,226
<b>Fringe Benefits</b>					
Pensions	35,224	40,068	46,558	163,578	34,060
Other	109,321	132,494	138,384	197,008	206,277
Services	227,269	118,687	204,777	321,263	460,621
<b>Materials &amp; Supplies</b>					
Fuel & Lubricants	37,973	44,378	57,038	70,119	123,149
Tires & Tubes	4,048	1,225	4,459	1,725	2,092
Other	4,245	11,330	17,346	21,452	24,562
Utilities	27,929	37,325	49,179	27,855	60,067
Insurance	6,576	3,138	7,173	6,507	177
Misc. Expenses	26,260	25,806	2,596	3,939	9,504
Purchased Transportation			1,735	3,964	
Leases & Rentals		11,880	49,913	32,097	36,871
Total Expenses	\$943,746	\$915,920	\$1,123,356	\$1,569,543	\$1,533,153
Ineligible Expenses	81,880	84,639	90,361	93,238	96,056
Total Eligible Expense	\$861,866	\$831,281	\$1,032,995	\$1,476,305	\$1,437,097

Source: MDOT Reconciliation Reports

## Summary of Key Operating Statistics

- 2005 Eligible Expenses - \$1,437,098
- Total Passengers - 72,542
- % of funds from farebox/contracts - %15+/-
- Vehicle hours - 29,334
- Vehicle miles - 450,018
- Total vehicles - 17
- Cost per passenger - \$19.81
- Cost per mile - \$2.81
- Cost per hour - \$48.99
- Pass per hour - 2.47

## Funding – What happens after 2010?

- If urbanized area exceeds 200,000, LETS becomes Major Urban under federal designation.
- If LETS becomes major urban, funds cannot be used for operations
- Designation is based on urbanized area NOT county population.

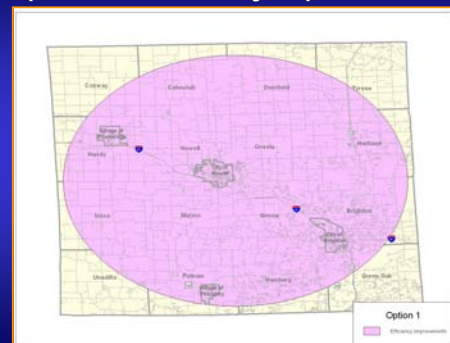
## Funding – What happens after 2010?

- Currently, LETS receives all 5307 funds for South Lyon – Howell – Brighton Urbanized Area based on agreements with AATA and SMART.
- 5307 funds in FY 2006 were \$936,956 – Of this amount \$787,118 was used for operations (note – the 5307 funds can be used to fund up to 50% of eligible operating expenses. The remainder can be used for capital and can be held over for up to three years.
- LETS receives State operating funds through the State Operating Assistance Formula (Act 51). Currently, this is providing about 38% of LETS operating funds.
- The balance (about 12% of LETS approximate \$1.5 million budget) comes from fares and contracts.

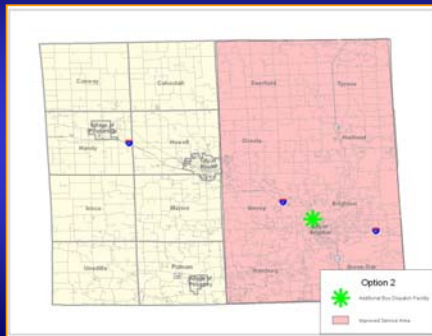
## Funding – What happens after 2010?

- Possible 2010 Outcome – Urbanized area does not exceed 200,000 and LETS remains Small Urban and existing agreement with AATA and SMART continues.
- Possible 2010 Outcome – Same as above but AATA and / or SMART want share of funds.
- Possible 2010 Outcome – Urbanized area as redrawn exceeds 200,000 and LETS becomes Major Urban – in this event, LETS cannot use Federal funds for operating.
- From your perspective, do you have any thoughts on how the urbanized area is going to be redrawn?

## Option 1 – Efficiency Improvements



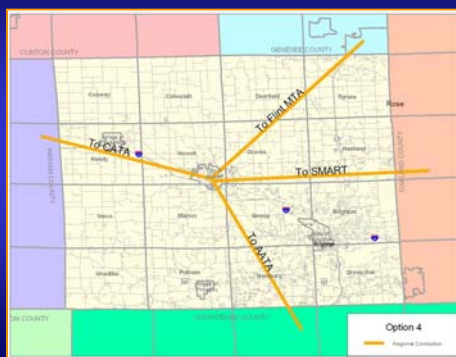
## Option 2 – Service Improvements



## Option 3 – Fixed Route/ Route Deviation



## Option 4 – Regional Connections



## Tell Us What You Think

- How is LETS perceived in your area



## Tell Us What You Think

- What is the need for LETS in your area



## Tell Us What You Think

- Will these needs increase



### Tell Us What You Think

- Do you think connections to other counties would benefit your constituents



### Tell Us What You Think

- Would your constituents support financial support (i.e., through a millage) for LETS



*Thank  
you!!*

# L.E.T.S. Countywide Transportation Study

## Household Survey

1. Are you aware that a public transportation service exists in Livingston County?

☐<sub>1</sub> Yes

☐<sub>2</sub> No

2. Do you (or anyone in your home) use Livingston Essential Transportation Service (L.E.T.S.)?

☐<sub>1</sub> Yes

☐<sub>2</sub> No

3. Do you (or others in your home) have problems getting your transportation needs met?

☐<sub>1</sub> Yes

☐<sub>2</sub> No

If yes, what does your lack of transportation keep you (or others in your home) from doing? (Check all that apply)

☐<sub>1</sub> Working or seeking employment

☐<sub>2</sub> Shopping

☐<sub>3</sub> Attending school or training

☐<sub>4</sub> Medical or dental appointments

☐<sub>5</sub> Social or recreational activities

☐<sub>6</sub> Other

4. Are there any reasons why you (or other adults in your home) don't drive or limit the amount of their driving?

☐<sub>1</sub> Yes

☐<sub>2</sub> No

If yes, please check all that apply?

☐<sub>1</sub> Don't drive in poor weather

☐<sub>2</sub> Don't drive at night

☐<sub>3</sub> Don't own a vehicle

☐<sub>4</sub> Not licensed to drive

☐<sub>5</sub> Disabled

☐<sub>6</sub> Other

5. Because of gas prices or other financial or convenience factors, would you (or other members of your household) consider using a public transportation service if it met your needs?

- ☐<sub>1</sub> Yes  
☐<sub>2</sub> No

If yes, what type of service would you consider using? (Check all that apply)

- ☐<sub>1</sub> A regularly scheduled bus route operating along the Grand River Corridor that connects Fowlerville, Howell and Brighton  
☐<sub>2</sub> A curb-to-curb service such as L.E.T.S currently operates.  
☐<sub>3</sub> A service to connect you to out-of-county medical trips  
☐<sub>4</sub> Other \_\_\_\_\_

6. L.E.T.S. currently charges the general public from \$2 to \$6 per one-way trip depending on the distance traveled and this fare is discounted for senior citizens and those with disabilities to \$1 to \$3 per one-way trip. Do you think an increased fare would be appropriate if it help maintain the existing level of transportation services or perhaps allowed for improved services?

- ☐<sub>1</sub> Yes  
☐<sub>2</sub> No

7. How many children under 18 are members of your household? \_\_\_\_\_

8. How many people between the ages of 18 and 59 are members of your household?

\_\_\_\_\_

9. How many people 60 years of age or older are members of your household?

\_\_\_\_\_

10. Would you support a property tax to help support public transportation in Livingston County?

- ☐<sub>1</sub> Yes  
☐<sub>2</sub> No

11. Do you anticipate possibly needing public transportation services in the next 10 years.

- ☐<sub>1</sub> Yes  
☐<sub>2</sub> No.

# **Appendix C**

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## **Livingston County Planning Commission Memorandum on Potential Population Forecast**





# Livingston County Department of Planning

Division of  
HAZARD MITIGATION • PLANNING & MANAGEMENT RESEARCH • MAPPING SERVICES

William D. Wagoner  
CM, C.A.M.  
Director

## MEMORANDUM

Kathleen J. Kline-Hudson  
AICP, PEM  
Assistant Director

To: David V. J. Links, Director  
Livingston Essential Transportation Service

From: Wm. D. Wagoner *WDW*

Date: Tuesday, October 31, 2006

Kellie S. Prokuda  
Administrative Specialist

Subject: 2010 Howell-Brighton-South Lyon Urbanized Area Forecast

Jill Scheuerle Thacher  
AICP, PEM  
Principal Planner

**Problem Statement.** At your request the Livingston County Department of Planning embarked on the preparation of a population forecast for the geographic area designated as the Howell, Brighton, South Lyon urbanized area for the year 2010. County planning solicited collaboration from the Southeast Michigan Council of Governments (SEMCOG). SEMCOG demographers provided the necessary technical assistance in analyzing and applying the Traffic Analysis Zone (TAZ) data to the Urbanized Area (UA) in the calculation of the 2010 UA forecast.

Rob Stanford  
AICP, PEM  
Principal Planner

**Background.** For Census 2000, an *urbanized area* consists of contiguous, densely settled census block groups (Bgs) and census blocks that meet minimum population density requirements, along with adjacent densely settled census blocks that together encompass a population of at least 50,000 people.

Scott Barb  
Planner

All criteria based on land area, population, and population density reflect the information contained in the Census Bureau's Topologically Integrated Geographic Encoding and Referencing (TIGER) database (the Census 2000 TIGER/Line file at the time of the initial delineation) and the official Census 2000 redistricting data file (the Public Law 94-171 file at the time of initial delineation).

### Department Information

Administration Building  
304 E. Grand River Avenue  
Suite 206  
Howell, MI 48843-2323

•  
(517) 546-7555  
Fax (517) 552-2347

•  
Web Site  
[co.livingston.mi.us](http://co.livingston.mi.us)

A *traffic analysis zone* is a special geographic area delineated by state and/or local transportation agencies for tabulating traffic-related data, especially trips to work and place of work statistics. A TAZ usually consists of one or more census blocks, block groups, or tracts.

**Methodology and Results.** *The estimated 2010 population for the Howell–Brighton–South Lyon Urbanized Area is 143,014.*

This estimation was made by using 2010 population forecast at TAZ level from SEMCOG's 2030 Regional Development Forecast (RDF), adjusted by SEMCOG's 2005 population estimates by county.

First, we used population ratio between UA and TAZ clusters to estimate 2010 UA population. In 2000, the UA intersects 41 TAZs. Total population of those TAZs was 165,001, while 64.3% (106,139) of the total population was in the UA. TAZ population is forecast to grow to 217,193 by 2010. Assuming same percentage of people will live in the UA, UA population will be 139,712 by 2010.

Next, we compared forecast 2005 population for the county (done in 2001) and SEMCOG 2005 estimates which used more up-to-date information. The estimate is 2.36% higher. We then added 2.36% to 139,712, and the result is 143,014.

**Significance.** For urbanized areas with populations of 200,000 or more, operating assistance is not an eligible expense. Eligible purposes of funding apportioned by the Federal Transit Administration include planning, engineering design and evaluation of transit projects and other technical transportation related studies; capital investments in bus and bus related activities such as replacement of buses, overhaul of buses, rebuilding of buses, crime prevention and security equipment and construction of maintenance and passenger facilities; and capital investments in new and existing fixed guideway systems including rolling stock, overhaul and rebuilding of vehicles, track, signals, communications, and computer hardware and software. All preventive maintenance and some Americans With Disabilities Act complementary paratransit service are considered capital costs.

For urbanized areas under 200,000 in population, the funds are apportioned to the Governor of each state for distribution. These funds can be used for operating assistance and capital projects.

c: County Board of Commissioners  
County Planning Commissioners  
County Planning Staff  
SEMCOG Data Center  
SEMCOG Transportation Department  
✓Lawrence J. Strange, AICP  
R. Block, Administrator